Implementation of Public Service Malls (MPP) in Improving One Stop Integrated Services (PTSP) in Rembang Regency

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ABSTRACT

Public services in Indonesia are often seen as a complicated and long-winded process, so people need public services that are easier to reach. The Rembang Regency Public Service Mall exists as an effort by the Rembang Regency Government to improve the quality of integrated services. This study aims to determine how Public Service Malls's implementation, factors, and SWOT analysis (PSM) improved One Stop Services in Rembang Regency. This research method descriptively uses qualitative data sources obtained through in-depth interviews. The results of the study showed that (1) The effectiveness of the Public Service Mall in improving One-Stop Services in Rembang Regency is still considered ineffective; (2) The implementation of the PSM policy in Rembang Regency in terms of resources and bureaucratic structure is not optimal; (3) Strategies that the Government of Rembang Regency can develop in the implementation of this PSM policy include preparation of standard operating procedures for macro service mechanisms at PSM, development of information systems for Public Service Malls, and improvement of PSM service facilities.

INTRODUCTION

The imperative for the implementation of Public Service Malls (MPP) to enhance One-Stop Integrated Services (PTSP) is rooted in the constitutional framework delineating the autonomy of regional governments in Indonesia. According to the prescripts of Article 18 (2) of the 1945 Constitution, regional governments possess the prerogative to independently administer and regulate their governmental affairs, grounded in the foundational principles of assistance and autonomy as explicitly articulated in Law Number 23 of 2014 (Andrea, 2020). The elucidation provided by Wijayanto (2014) further expounds on this authoritative jurisdiction, elucidating that regional governments are not only endowed with the capacity to execute governmental functions but are guided by the dual principles of assistance duties and economic considerations. This autonomy is contextualized within the broader framework of the Unitary State of the Republic of Indonesia (NKRI) system, emphasizing the centrality of self-governance within the national structure.

Nevertheless, the delegation of autonomy to regional governments does not invariably translate into enhanced efficiency and effectiveness in the delivery of public services. The challenges posed by complexity, regulatory inflexibility, and opaque procedural frameworks often impede the community's access to anticipated services (Gaus et al., 2017; Prastiwi, 2015). In response to these dynamic challenges, the government of Rembang Regency endeavors to enhance the quality of public services through the establishment of the One-Stop Integrated Investment and Services Agency (DPMPTSP), in consonance with Maryam's assertion that regional autonomy should yield improved public services (Maryam, 2016).

Despite DPMPTSP's efforts to elevate community satisfaction indices, evaluations reveal persistent impediments, including system intricacies, the need for procedural integration, and a deficiency in officers' comprehension of service types. In this context, the Rembang Regency government has devised a policy to inaugurate a Public Service Mall (MPP) as a tangible measure aimed at advancing the caliber of public services.

There are 19 agency services at the Rembang Public Service Mall. The details consist of 8 Regional Apparatus Organizations, namely the One Stop Investment and Integrated Services Service (DPMPTSP), the Environmental Service (DLH), the Provincial Water Resources and Spatial Planning Public Works Service (DPU TARU), the Regional Financial and Asset Management Revenue Agency (BPPKAD), Population and Civil Registration Service (Disdukcatpil), Health Service (Dinkes), Industry and Manpower Service (Dinperinnaker), and Social Services, Women's Empowerment and Family Planning (DINSOSPPKB). It also consists of 11 agencies of State Ministries/Institutions, Provincial Regional Apparatus Organizations (OPD), State-Owned Enterprises/Regional-Owned Enterprises, banks, and the private sector. These 11 agencies include the Social Security Administering Agency (BPJS) for Health, the Social Security Administering Agency (BPJS) for Employment, Bank Rakyat Indonesia (BRI), Bank Jateng, Police, District Attorney, Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN), Ministry of Religion (Kemenag), Religious Courts, Tax Service, Counseling and Consultation Office (KP2KP), and Regional Drinking Water Company (PDAM).

In carrying out a better study of the implementation of the Rembang Public Service Mall development, it is necessary to study the various factors and variables that influence it. In this way, a policy model is needed to simplify understanding of the concept of policy implementation. In Mubarok et al., (2020), Edward III sees that policy implementation is dynamic because various important factors influence its implementation. Edward stated that four critical factors influence the success of policy

implementation. These factors include resources, communication, bureaucratic structure, and disposition (Kania et al., 2019).

The approach used as a tool in this research aims to evaluate the factors organizations must consider in analyzing strategic strategies, which usually uses SWOT analysis. (Strength-Weakness-Opportunity-Threats). Leigh (2015), states that SWOT analysis can be defined as an analysis based on an organization's internal and external conditions and is then used as a basis for designing work programs and strategies. Internal analysis conditions assess strength and weakness factors, while external analysis conditions contain an assessment of opportunity factors and threat factors. SWOT analysis is a framework that is quite simple to carry out. Still, without realizing it, it will bring enormous benefits in identifying organizational strengths, improving weaknesses, minimizing threats, and taking advantage of corporate opportunities. The resulting identification is used in strategic planning and company management through a more effective process. The purpose of choosing an appropriate strategy is to ensure the achievement of objectives by the plans made. This strategy design can then be selected to avoid social disparities in achieving goals (Nigel & William, 1989).

Although there has been research related to the implementation of MPP in various regions (Ariana, 2016; Ramahyanti1 et al., 2022; Umam & Adianto, 2020), this research is focused on the context of Rembang Regency with the main objectives: (1) evaluating the implementation of MPP in improving Integrated Services One Door (PTSP), (2) analyzes the factors that influence the implementation of MPP in Rembang Regency. Thus, this research is expected to contribute significantly to a deeper understanding of regional government efforts to improve public services in the era of regional autonomy.

METHOD

This research adopts a qualitative approach with descriptive methods, by the characteristics of doctoral-level research, which requires in-depth analysis of complex (Creswell, 2017). The qualitative approach allows researchers to understand and interpret the phenomena being observed. At the same time, the descriptive method is used to provide a detailed picture of the implementation of the Public Service Mall (MPP) in Rembang Regency. This research involves vital informants who deeply understand the implementation of the MPP. Informants consist of parties who implement MPP policies, parties who manage MPP, and users of MPP services from the general public in Rembang City. Data was collected through observation techniques, in-depth interviews, and document studies (Patton, 2015). Observations were conducted to obtain information about the conditions of the research location and the implementation of the MPP. In-depth interviews were used to understand the informants' perceptions and views regarding the MPP policy. Document studies include literature such as journals, books and articles relevant to the research topic.

The data analysis process follows stages adapted from the Miles & Huberman (1984), approach, involving (1) Data collection, (2) Data reduction, (3) Presentation of data, and (4) Conclusion. Data obtained from observations, interviews and document studies will be processed systematically to gain an in-depth understanding of the implementation of MPP in Rembang Regency. Researchers adopted SWOT analysis as a framework for evaluating internal and external factors that influence the

implementation of MPP policies (Houben et al., 1999). This research aims to formulate a more effective MPP policy implementation strategy by identifying strengths, weaknesses, opportunities and threats.

To ensure the validity of the data, this research uses data triangulation techniques (Denzin, 2017). Through triangulation, the data obtained will be verified and arranged in such a way as to produce a more holistic and accurate understanding. Double-checking was carried out by comparing the findings of this research with related literature, reducing the potential for differences in reality construction. This research, with its qualitative approach and detailed descriptive methods, is expected to provide a substantial contribution to the understanding of MPP implementation in the context of Rembang Regency and insight into policy and development of public services at the local level.

RESULTS AND DISCUSSION

Implementation of a Public Service Mall in Improving One-Stop Integrated Services in the Development Sector in Rembang Regency

In analyzing the implementation of the Public Service Center Implementation Policy (MPP) in Rembang Regency, it needs to be implemented through a model approach proposed by Edward III. Researchers have designed an analysis of the factors that are the main obstacles and characteristics of implementing the Public Service Mall Policy (MPP) in Rembang Regency. Some of these factors include:

a. Communication Factors

Communication is the first factor, the biggest obstacle and the most essential requirement for implementing the Public Service Mall Policy in Rembang Regency. Implementing this development will be assumed to be effective if the political party believes in what should or should not be done. This information can be obtained if communication is allowed to run as it should so that the policies implemented can be communicated consistently and accurately. In this research, three aspects can be identified in analyzing the effectiveness of communication in implementing the Public Service Mall in Rembang Regency, including clarity, transmission, and consistency.

According to Edward III (1980), clarity in the context of policy implementation is related to the communication message received by the party implementing the policy, which must be clear and unambiguous. Ambiguous policy messages can hinder the smooth implementation of previously designed public service policies. This can cause the goals to be achieved differently from the policy context that has been designed. The Regional Secretary of Rembang Regency, who plays the role of the party carrying out policy implementation, should already know in advance the objectives, aims, substance or content, and targets of the MPP policy implemented in Rembang Regency. The Head of DPMPTSP, who controls the management and operational management of the Public Service Mall, already knows the aims, purposes, substance, and targets of the MPP policy. Hence, the Head of DPMPTSP knows what should be prepared first and how to implement the policy. Public services can be carried out effectively and efficiently. Likewise, implementing parties already know the objectives, aims, substance and targets to prepare and implement the planned policies as best as possible (Dahurandi, 2020).

Transmission in policy implementation refers to dissemination or transmission originating from policy-making or decisions by policymakers, which are conveyed through communication and then addressed to policy implementers (Desrinelti & Afifah, 2021; Suryawati, 2014). The transmission process in implementing the Public Service Mall policy in Rembang Regency was first carried out by the Ministry of State Apparatus Empowerment and Bureaucratic Reform or the PANRB Ministry by issuing Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 42 of 2020 concerning Determination of Locations for Implementing Public Service Malls in 2020 and Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of Public Service Malls. For the orders to be known and fulfilled, communication must be carried out with regional apparatus, Central Java Province regional apparatus, ministries, BUMN, BUMD, private sector, etc. The socialization of the implementation of the Public Service Mall policy in Rembang Regency is carried out directly during coordination meetings or at meetings at the management level.

Regarding this socialization, it is a process that is quite urgent for the Regional Government because, in its implementation, it involves various institutions or organizations that play a role, both at the level of BUMD, BUMN, and regional bodies which aim to combine the concept design, vision, mission, goals and excellently serve the community (Ikhwansyah et al., 2018). The process of transmitting public services by the MPP in Rembang Regency is quite good. Regarding implementing the MPP policy in Rembang Regency, this was communicated to government officials at the provincial level, BUMD or BUMN, and regional officials implementing the policy, both directly and indirectly, through various available embassies—channels to avoid disagreements between the parties implementing the policy.

Consistency is the third factor needed to ensure that policies do not run in a maze, confusing policy implementation, target groups and stakeholders (Abdullah & Ramdhani, 2017). Based on the results of interviews conducted with the management of the Rembang Regency Investment and One-Stop Integrated Services Service (DPMPTSP), it is known that the Public Service Mall (MPP) policy is being implemented in stages. And continuously through presentations and audiences to stakeholders from provincial authorities, industry, BUMD/BUMN and regional units. In this way, the parties tasked with implementing the MPP policy can understand the aims and objectives, content, and proposals for implementing the MPP policy in Rembang Regency. This consistent communication is carried out online via the WhatsApp group. In its implementation, the material provided is related to the aims, objectives, content, and principles of implementing MPP, such as working mechanisms or procedures between MPP authorities and businesses, institutions, human resource management in MPP services in Rembang Regency, preparation for the availability of facilities and infrastructure, and users and integrated information systems and technology. This shows that the implementation of the MPP policy can run with reasonably good consistency in Rembang Regency.

Based on communication factors such as clarity, transmission and consistency, conveying information related to MPP policy in Rembang Regency has worked quite well. The parties implementing the policy already know what must be prepared so that the MPP policy in Rembang Regency can be implemented and the MPP policy's targets and objectives can be achieved per shared expectations.

b. Resource Factors

The second factor, the main obstacle and requirement for achieving effectiveness in implementing the Public Service Mall policy in Rembang Regency, is the resource factor. This factor is essential in carrying out policy implementation, where if resources still need to be increased, then the MPP policy will be challenging to plan according to the initial design. The effectiveness of implementing this policy can also be influenced by the ability to manage and utilize available resources optimally. This research examines several aspects of resources to implement the Public Service Mall policy in Rembang Regency. These resource aspects include information, human resources, facilities and authority.

The information aspect for implementing policies is divided into two types. First, information that is related to implementing policies. Second, information relating to personal data is a form of compliance with parties who implement policies and regulations set by the government. Information related to the implementation of the MPP policy is carried out through the implementation of statutory regulations at the central government level, which are then based on the Rembang Regent's Regulations as a form of compliance with rules previously established by the government.

Meanwhile, Suhartoyo (2019), the One Stop Investment and Integrated Services Service, as the implementer of the Public Service Mall, carries out the functions of (1) Formulating policies relating to regional government affairs in the field of investment and services in an integrated manner through one particular door; (2) Implementing public service policies in the field of investment and services in an integrated manner through one particular door; (3) Coordinating public service policies in the field of investment and services in an integrated manner through one particular door; (4) Evaluate and produce public service policy reports in the field of investment and services in an integrated manner through one particular door; (5) Carrying out functions in the field of the official secretariat, and; (6) Controlling the implementation of Public Service Mall policy tasks.

The next aspect is human resources, which are the leading resource in implementing a policy, where, in this case, the human resources in question are staff or employees (Irawan, 2023). There are many cases of failure caused by staff or employees whose capacity needs to be improved, adequate, or have the appropriate competence in their field. Increasing the number of staff and implementors is more complex and can solve problems. However, it is also necessary to increase the competence and capabilities of staff or employees. In its operation, human resources will be managed by each institution or organization, which is integrated into the MPP policy, which is also an obstacle in itself because the control of human resources cannot be controlled and monitored centrally by the government, so in carrying out tasks there is no uniformity in give service. Overall, the human resources owned by MPP Rembang and several tenants, both in quantity and quality, are pretty good. However, there are still several parties involved in implementing the MPP policy in Rembang Regency who have not routinely provided integrated and excellent services because there are limits to the number of human resources and their management, which are regulated by each institution or organization, which is then compiled into the MPP policy. This is an obstacle to implementing MPP policies

because the available human resources cannot be managed and controlled simultaneously and centrally. In reality, service consistency between one place and another still often occurs.

Physical facilities are the next factor, which is integral to implementing policies. The party that plays the role of organizer is likely to have staff characteristics that are capable, adequate, and competent according to their field (Turangan, 2017). However, the policy implementation will only be successful with good facilities and infrastructure. Some of the facilities available at the Rembang City MPP include (1) Customer Service (providing excellent service to customers; (2) Service Counter; (3) Waiting Room (waiting room for customers who are queuing); (4) Queuing machine ; (5) Television; (6) Personal Computer; (7) Sound System; (8) Playground for children; (9) Lactation room; (10) Prayer room, and; (11) Men's and women's toilets.

However, based on existing observations, the available technological systems, such as registration for immigration services, which are carried out online via applications, have not been adequately integrated, thus reducing the effectiveness of services provided to the entire community. Another obstacle is the need for e-KTP blanks supplied by the Rembang Regency Dukcapil Office, which causes many people to never receive services to make e-KTPs.

The next aspect is authority. In general, authority must be formal so that orders can be carried out optimally. This authority becomes a legitimacy or authority for the implementer to implement the MPP policy in Rembang Regency, which had previously been determined based on political aspects. Suppose the authority that constitutes the order is not given. In that case, the party implementing the policy will not be legitimized by the community, which will fail in implementing public policy. However, based on other contexts, if an authority is conveyed formally, errors will often occur in assessing the level of effectiveness of the authority that has been given. In certain parties, this level of effectiveness in authority is needed as a form of implementing policies. However, on the other hand, the level of effectiveness decreases if the authority given is misused by the executing party only to fulfill their individual or group interests.

Based on the aspect of authority that has been given to implement the MPP policy in Rembang Regency, the public policy administering institution that positions its services to the MPP has the authority and responsibility to provide a comprehensive service system to the public. This authority is based on Permenpan RB Number 23 of 2017, which discusses the Implementation of Public Service Malls and is contained in the Rembang Regent's Regulation Number 38 of 2022, which discusses the Implementation of Public Service Malls.

According to Article 7 and Article 8 contained in Presidential Regulation Number 89 of 2021, which discusses the Implementation of Public Service Malls, it has been stated that the party implementing the MPP policy at the Regency or City Regional Government level is DPMPTSP which is implemented ex-officio. The party that implements the MPP policy has special duties and functions to coordinate the provision of facilities and services in each administrative office. Organizing institutions are also obligated to place services in the MPP adapted to regional conditions and needs. Therefore, based on the observations made, it can be analyzed that the authority to implement the MPP policy in Rembang Regency, which provides legitimacy for those implementing the policy, has been regulated by the government at the central level by Presidential Regulation Number 89 of 2021

which discusses the Implementation of Public Service Malls. This causes the order to be implemented optimally by implementing parties who already have public legitimacy.

In addition, based on financial resources for establishing and implementing the Rembang MPP, the budget comes from the Rembang Regency APBD through the Rembang Regency DPA DPMPTSP. Regarding matters to carry out public service functions, each service-providing institution will budget for them, which will then be adjusted to government regulations or applicable laws. Based on the aspect of existing resources to implement the MPP policy in Rembang Regency, it can be concluded that the availability of resources, including information, authority, and financing, has gone well; however, regarding the human resources and facilities aspects, there are still limitations.

c. Disposition Factors

However, based on existing observations, the available technological systems, such as registration for immigration services, which are carried out online via applications, have not been adequately integrated, thus reducing the effectiveness of services provided to the entire community. Another obstacle is the lack of e-KTP blanks supplied by the Rembang Regency Dukcapil Office, which causes many people never to receive services to make e-KTPs.

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d. Bureaucratic Structure Factors

According to Edward III (1980), bureaucratic structure is the fourth factor that can influence the effectiveness of public policy implementation. Even if the party implementing the policy understands what they must do, various resources to support the work have been provided. The enforcing party has a solid commitment to implementing the policy. However, there will still be a possibility that the policy implemented will only be able to achieve success and meet objectives if the built bureaucratic structure is vital. In this research, two aspects of the bureaucratic structure will be identified to determine the level of effectiveness in implementing Public Service Mall policies in Rembang Regency, namely by paying attention to fragmentation and Standard Operational Procedures (SOP).

Fragmentation aims to spread responsibility for various activities and programs from several work units by their fields. The fragmentation of the bureaucratic structure will cause the implementation to run more effectively because a capable institution carries it out (Robby et al., 2019). Responsibility for coordinating the implementation of services and the availability of facilities and infrastructure, such as providing facilities in administrative offices, is a role that the DPMPTSP must carry out. At the same time, the organizing institution is responsible for the services offered. Based on this analysis, it can be concluded that through a transparent system of division of tasks between DPMPTSP and other work units gathered in the MPP, it can indirectly make it easier to implement policies that remain controlled by the same objectives so that the policies implemented not deviate from something that has been established.

The next aspect is the SOP, which is an activity or procedure that is planned routinely to enable staff or employees to carry out their activities or activities every day according to the SOP that has been previously determined. Then, to ensure that the service process can run consistently as it should, SOPs are very necessary. With SOPs implemented internally through service units, service management can be implemented by existing guidelines. Based on observations, only SOPs were found for each outlet and no overall MPP SOPs were found, making it impossible for implementers to carry out uniform actions. Based on this information, the bureaucratic structure factors, fragmentation, and SOP aspects are still not implemented optimally.

Effectiveness of Public Service Malls in Improving One-Stop Integrated Services in the Development Sector in Rembang Regency

This section explores the effectiveness of implementing Public Service Malls (MPP) in improving One-Stop Integrated Services (PTSP) in Rembang Regency, Central Java Province. This analysis involves several main dimensions: Achievement of Goals, Integration, and Adaptation.

a. Achievement Dimensions of Goals

In achieving goals, evaluation is carried out on crucial aspects such as procurement of MPP, certainty of time for implementing the MPP program, target quantity (issuance of permits), and certainty of costs borne by the community. The continuity of MPP in Rembang Regency makes it easy for the community to access various services in various locations. Although some services, such as licensing, still attract criticism from some communities, the existence of MPP proves that the organization and procurement of services can be more centralized, providing significant benefits in reducing complexity and minimizing costs incurred by the community.

b. Integration Dimensions

Although there are still complaints regarding the timeliness of service completion, field observations show that MPP services are available daily. This indicates an effort to achieve better integration in providing services to the community. Although this integration still needs to be improved, daily services can be considered a positive first step toward increasing effectiveness..

c. Dimensions Adaption

Rembang Regency DPMPTSP employees provide services that are considered quite good, although there are still some complaints from the public regarding the suitability of employees' abilities for their duties. However, the significant increase in the Community Satisfaction Index (IKM) over time shows that adaptation continues. This indicates efforts to improve service quality and the ability of employees to adapt to community demands.

Analysis of the effectiveness of MPP in Rembang Regency shows that, although some aspects still require improvement, the steps that have been taken to improve accessibility and quality of services have had a positive impact on the community. An in-depth evaluation of each dimension, especially involving participation and feedback from the community, can be the basis for refining MPP policy implementation strategies to increase their effectiveness in the future..

CONCLUSION

Several conclusions can be drawn after investigating the implementation of the Public Service Mall (MPP) policy to improve One-Stop Integrated Services in Rembang Regency. First, the level of effectiveness of the MPP in improving public services in Rembang Regency still shows suboptimality in several vital dimensions. Achievement of goals and innovation in licensing services is still limited, and service integration still raises complaints regarding the timeliness of completion. Service providers must have the full capabilities to meet the demands of their work in serving the community.

Furthermore, implementing the MPP policy in Rembang Regency also shows constraints on resource factors and bureaucratic structure. Human resources (HR) availability in

several agencies involved in MPP still needs to be improved, and inadequate facilities make it difficult to implement policies optimally. Apart from that, aspects of the bureaucratic structure, especially in implementing Standard Operating Procedures (SOP), must be more consistent with the established macro SOPs. Therefore, improvements and improvements in these two aspects are crucial to ensure the successful implementation of the MPP policy and increase the quality of public services in Rembang Regency.

This research has several limitations that need to be considered. First, data limitations and limited access to information may affect the depth of analysis of certain aspects of MPP implementation. In addition, contextual factors that cannot be predicted entirely can also influence the validity of conclusions. Second, this research does not review the public's perceptions as service users in detail, so the perspective of using MPP in improving One-Stop Integrated Services may not be fully reflected. Therefore, for further research, it is recommended to expand the data coverage and involve more stakeholder perspectives to provide a more holistic and in-depth picture regarding the implementation of the MPP policy in Rembang Regency.

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