


Effectiveness of Public Service Malls in Depok City, West Java Province

¹Helviana Rahayu, ²Hyronimus Rowa, ³Ika Sartika

Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jakarta

Article Info	ABSTRACT
Keywords: Public Service Mall, Depok City, Effectiveness of Public Service	This study examines the effectiveness of the Public Service Mall (MPP) in Depok City, West Java Province, with a focus on its ability to provide efficient and easily accessible public services to the public. With the rapid development of digital technology, public expectations for more transparent, efficient, and user-friendly public services are increasing. MPP, as an integrated public service center, aims to meet this need by combining various government and private service providers in one place, thereby improving the quality of service. This study uses the theory of effectiveness developed by Steers (1985), focusing on three main dimensions: goal achievement, integration, and adaptation. This study uses a qualitative method with data collection techniques in the form of direct observation, interviews, and document analysis. The data analysis technique used is thematic analysis. This method is used to evaluate the extent to which MPP has succeeded in achieving its goals and identifying factors that hinder its effectiveness, and efforts to explore strategies to improve the efficiency of services provided at MPP Depok City. The results of the study indicate that although MPP is still ineffective in achieving its goals despite having made significant progress in streamlining public services. There are still challenges, especially in terms of organizational structure, coordination between agencies and digital literacy of the community. Recommendations are given to improve service integration, strengthen communication between agencies, and increase the use of digital tools to optimize services. These efforts are essential to ensure that MPP can meet the growing demands of the community and contribute to increasing the effectiveness of public services in Depok.
This is an open access article under theCC BY-NClicense 	Corresponding Author: Helviana Rahayu Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jakarta helvianavey@gmail.com

INTRODUCTION

The presence of Public Service Malls (MPP) is one strategy to answer the demands of the community for quality, transparent, and accountable public services. However, the effectiveness of the implementation of MPP is not only measured by its physical existence, but also by the quality of services provided, the extent to which policies can be implemented optimally, and the involvement of local governments and collaboration between agencies involved. The majority of MPPs in the regions still face challenges in system integration, human resources, and coordination between service provider institutions. Therefore, a study of the effectiveness of the implementation of MPP is important to determine the extent to

which the objectives of the establishment of MPP have been achieved and how it impacts improving the quality of public services in the regions.

Depok City is one of the areas that already has an MPP through Depok Mayor Regulation Number 83 of 2022 concerning the Implementation of Public Service Malls. MPP Depok City was inaugurated on December 29, 2023. The Investment and Integrated One-Stop Service Office (DPMPTSP) as the office that oversees the Public Service Mall in Depok City plays an important role in providing integrated services that make it easier for the public and business actors to take care of various permits and non-permits. With various innovations and integrated service systems, DPMPTSP contributes to creating a conducive investment climate and improving the quality of public services.

Furthermore, tax services received 800 applicants, indicating a fairly good level of community participation in fulfilling regional tax obligations, but at the same time it can be an indicator that there is still room for improvement, both in terms of socialization and ease of access to services. Health services, which usually include BPJS services or health facility information, received 600 applicants. This figure indicates that access to health information and insurance is also an important need, although not as high as administrative services such as dukcapil and licensing.

The other category, which includes non-routine services or from vertical agencies such as Immigration, the Ministry of Religious Affairs, or general consultation services, is in last place with only 400 applicants. This could reflect a lack of information about the existence of these services, or because demand for these types of services was not very high during the observation period.

This phenomenon indicates that the Public Service Mall in Depok City is still not optimal in reaching various services outside of Dukcapil. This could be caused by several factors such as limited coordination with other agencies, minimal socialization of services to the community, and the less than optimal implementation of digitalization in the service system. In addition, the obstacles faced by the community in accessing digital application-based services can also be an inhibiting factor, where many applicants still need assistance from officers in the service application process.

Public Service Mall in Depok City needs to improve strategies that can guarantee the continuity of services in the long term. It is hoped that in the future, the Public Service Mall in Depok City can become a model for other regions in terms of implementing collaborative governance, so that the quality of public services throughout Indonesia can develop well. The implementation of services at the Public Service Mall in Depok City is a strategic action to develop the quality of service. With good and orderly cooperation among policy makers, the Public Service Mall can share reliable and capable problem solving for the community.

The government is continuously trying to develop the quality of public services, one of which is through Presidential Decree No. 89 of 2021 concerning the Implementation of Public Service Malls in Article 1 paragraph 2 of 2021, it is explained that Public Service Malls are public services in an integrated place organized by regional governments and the private sector in the form of goods, services, and administrative services. This is an effort to improve services in terms of convenience, speed, comfort, and security. From this, Public

Service Malls are places for several government and private agencies in collaboration with related district/city governments, and it is hoped that public services distributed to the general public are provided effectively and efficiently. By increasing the quality of services provided by the government to the community, research is needed on the Effectiveness of Public Service Malls in Depok City, West Java Province to determine the factors that hinder the effectiveness of public service malls in Depok City, West Java Province.

This study aims to analyze the effectiveness of Public Service Malls in Depok City, West Java Province and identify factors that hinder the effectiveness of these services. Based on the purpose of the research that has been described, the objectives of this research are: To analyze the Effectiveness of Public Service Malls in Depok City, West Java Province. To identify factors that inhibit the Effectiveness of Public Service Malls in Depok City, West Java Province. To realize the efforts of the Effectiveness of Public Service Malls in Depok City, West Java Province.

METHOD

This study uses a qualitative research design that aims to understand the effectiveness of services at the Public Service Mall and explore views on service implementation. The types of data needed by researchers are primary data and secondary data. Primary data sources are data obtained through in-depth interviews, researchers conduct direct interviews with informants to explore their views, experiences, and feelings about a particular topic, focus group discussions, observations and documentation, namely collecting data from relevant documents, such as notes, archives, or other written materials that can provide insight into the phenomenon being studied. Secondary data sources are data obtained from books or literature (books, journal articles, and previous research reports) that are relevant to the research topic. The data that researchers obtain from this secondary data is a theory related to this research, the theory of effectiveness.

The method of determining informants in this study uses sampling techniques using Purposive sampling and Snowball sampling. Purposive sampling is a technique for taking samples of data sources with certain considerations according to needs. Snowball sampling is a technique for determining samples that are initially small in number, then enlarged. Research informants are sources who refer to someone who understands the object of research and is able to provide an explanation of the research topic being raised. The samples or informants involved are people who can provide information about the situation and conditions of the research background.

The data collection techniques used Observation, Interview, Documentation, and Triangulation. Researchers in this study tend to use data collection techniques with triangulation where data collection techniques combine observation, interviews and documentation to obtain data from the same source. With triangulation, what is sought is more about increasing the researcher's understanding of what has been found. With triangulation, researchers actually collect data while testing the credibility of the data.

In conducting the research data analysis, this researcher used descriptive qualitative with data analysis techniques in the form of theory-driven thematic analysis. In theory-

based thematic analysis, researchers do not start with themes that emerge purely from the data (inductive), but rather use a theoretical framework as an initial reference (deductive) in grouping and interpreting data. Thus, the data obtained from interviews with informants (users and managers of the Depok City Public Service Mall) are classified into three main dimensions of effectiveness according to Steers' theory

RESULTS AND DISCUSSION

Effectiveness of Depok City Public Service Mall

This sub-chapter discusses the level of effectiveness of the implementation of the Public Service Mall (MPP) in Depok City based on the theory of organizational effectiveness proposed by Richard M. Steers (1985), which underlines three main dimensions in assessing organizational effectiveness: goal achievement, internal integration, and adaptability. This assessment is based on the results of in-depth interviews with six groups of informants: Head of DPMPTSP, Head of Service Division, Exofficio MPP, MPP Officers, and Community service users. Each dimension is analyzed in depth to understand the extent to which the MPP of Depok City is able to answer the demands of effective, efficient, and adaptive public services.

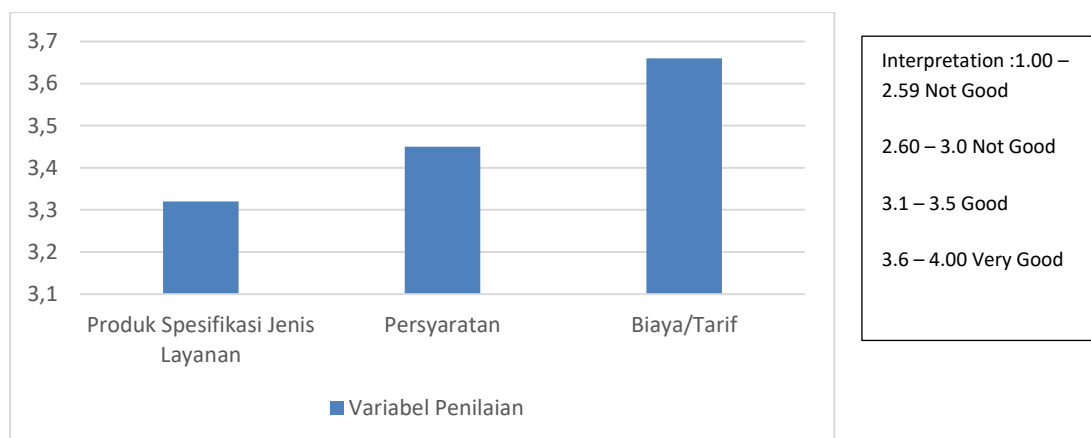
Achievement of the Goals of the Depok City Public Service Mall

Public Service Mall (MPP) is here to respond to the needs of the community quickly, easily, and integratedly so that the ongoing process becomes effective and efficient. To assess the extent to which these goals have been achieved, a comprehensive evaluative approach is needed. Steers (1985) emphasized how the effectiveness of an organization is not only seen from the achievement of goals, but also from the organization's ability to maintain internal consistency and how the results achieved are in accordance with the goals of the organization. In the table above based on thematic analysis of the results of interviews, the effectiveness of the Depok City Public Service Mall in the dimension of goal achievement is:

1. Clarity of Purpose Indicator

Based on the results of interviews and field data collection, it was found that most of the internal sources, such as the Head of DPMPTSP and the Head of Service Division, had a clear understanding of the objectives of establishing the Public Service Mall (MPP).

Figure 4.12 Results of the 2024 Service Survey



Source: Data processed by researchers in 2025

Based on the results of the service survey shown in Figure 4.12, there are 3 indicators of the service survey that are relevant to the dimension of clarity of purpose in Steers' (1985) theory of effectiveness. The three indicators obtained varying average scores, but overall they are still in the good to very good category. The product specification indicator for the type of service obtained the lowest value, which is around 3.3, which means it is in the good category.

This shows that the public understands the types of services available at MPP, although it is not yet fully comprehensive. Some respondents even admitted that they only knew MPP as a place to process ID cards or business permits, without fully understanding the functions and scope of the services available. This finding indicates that the effectiveness of socialization or publication of information about the services offered is still limited.

Meanwhile, the requirement indicator scored higher, which was around 3.45, which is also in the good category. This value indicates that the public in general has understood the documents or things that need to be prepared in managing services. This reflects the efforts of officers and service systems in providing information related to requirements quite clearly and openly. However, there are still several complaints regarding differences in procedures between agencies that sometimes confuse the public.

The cost/tariff indicator obtained the highest score, which is around 3.65 which is included in the very good category. This shows that the transparency aspect related to service costs has been running quite effectively. The public feels confident about the clarity and certainty of the costs incurred during the service process, and this is a positive indication that public services in MPP are starting to reflect the principles of openness and accountability.

2. Strategy Implementation Consistency Indicator

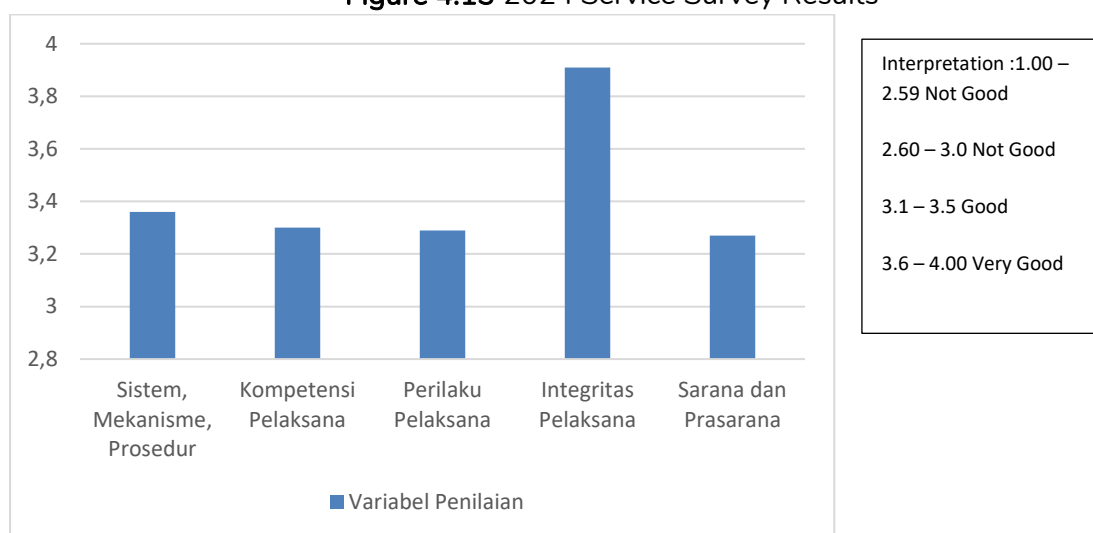
Based on the results of interviews and field findings, it appears that core agencies such as DPMPSTP and Disdukcapil have been relatively successful in maintaining compliance with procedures through the preparation of service manuals, routine briefings,

and a daily checklist system that ensures that every service step remains within the established SOP corridor.

After analyzing the consistency of the objectives of implementing the strategy through service procedures that are carried out consistently between agencies within the MPP environment, we can see how the public perceives and experiences the services they receive, especially regarding the suitability of the implementation procedures.

Public assessment is a real reflection of the success of the implementation of the service strategy that has been designed. Therefore, to obtain a more objective picture of the quality of service in MPP, a public satisfaction survey was conducted by referring to the public service indicators that have been set.

Figure 4.13 2024 Service Survey Results



Source: Data processed by researchers in 2025

Based on the results of the 2024 service survey shown in Figure 4.13, it can be seen that public perception of several aspects of service quality shows quite significant variations in assessment. The five variables surveyed, namely systems/mechanisms/procedures, implementer competence, implementer behavior, implementer integrity, and facilities and infrastructure represent important aspects in the implementation of public service strategies.

Of the five variables, the integrity of the implementer obtained the highest score, which is close to 3.8, which is in the "very good" category. This shows that the public has a high level of trust in the honesty, commitment, and responsibility of the service implementers, so that this aspect becomes the main strength in MPP services.

On the other hand, the facilities and infrastructure variable occupies the lowest position with a score approaching 3.2, although it is still in the "good" category. This assessment indicates that although physical facilities are quite adequate, there are still shortcomings or inconsistencies between the availability of facilities and the expectations of service users, such as long queues, limited information instructions, or a less than optimal digital queue system.

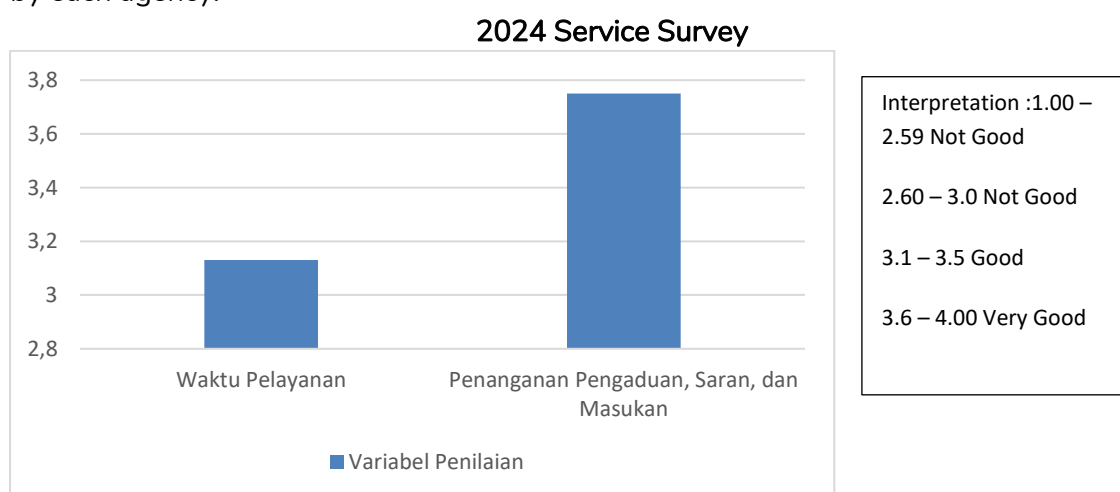
The variables of system, mechanism, and procedure, competence of implementers, and behavior of implementers are all in the range of values between 3.2 to 3.4, which is still categorized as "good", but shows that there is still room for improvement. This value reflects that although implementers are considered competent enough and behave well, the implementation of procedures and service flows are not yet fully consistent or easily understood by the public.

Overall, these results indicate that the consistency dimension of strategy implementation to achieve goals within the framework of organizational effectiveness according to Richard M. Steers has been achieved very effectively. The community has sufficient understanding of the purpose of the service, especially in terms of requirements and costs. However, the aspect of understanding the scope of service types still needs to be improved through broader, integrated socialization and touching all levels of service users.

3. Actual Results Achieved Indicator

The actual results of the implementation of services at the Public Service Mall (MPP) show quite complex dynamics and reflect the imbalance between internal perceptions and external user experiences. From the internal side, sources such as the Head of DPMPTSP and other structural officials reported significant achievements, such as increasing the public satisfaction index, accelerating service time, and resolving complaints in a relatively fast time.

To obtain a more objective picture of the effectiveness of services at the Public Service Mall (MPP), especially in terms of implementation in the field, researchers also looked at public satisfaction surveys on various service indicators. This survey is an important instrument for measuring the extent to which user experience reflects an understanding of the objectives of the MPP, as well as how consistently the service strategy is implemented by each agency.



Source: Data processed by researchers in 2025

Based on Figure 4.14 Results of the 2024 Service Survey, it can be seen that the performance of the Public Service Mall (MPP) still has serious problems, especially in terms of service time. The average score obtained by this indicator only reached around 3.15, although it is still in the "Good" category, but it clearly shows that the service has not

optimally met public expectations. Accuracy and speed in service should be a fundamental aspect in a modern bureaucratic system, but the reality on the ground shows the opposite. The public still faces long queues, a digital queuing system that often has problems, and a lack of clear information that slows down the process.

Based on the findings and analysis of the Goal Achievement dimension, it can be concluded that the level of effectiveness of the Depok City Public Service Mall (MPP) is still ineffective. Although normatively the main objective of MPP has been clearly stated, namely to simplify, accelerate, and integrate public services across agencies at the implementation level, this objective has not been achieved optimally. One of the main factors that hinders this achievement is the weak internal and external socialization. Many officers in the field do not have a complete understanding of the direction of MPP policy, while the public as service users have not received comprehensive information regarding the work system, service procedures, and available innovations.

Integration of Public Service Mall Services in Depok City

The second dimension of organizational effectiveness theory according to Steers (1985) emphasizes the importance of internal integration in ensuring the alignment of systems, actors, and processes within the organization. In the service process of the Public Service Mall (MPP), integration reflects how effective the coordination between tenant agencies is, the quality of internal communication between officers, and the level of employee commitment to common goals. Without good integration, efforts to achieve goals will be hampered by fragmentation of functions, sectoral egos, and information disintegration.

1. Inter-Departmental Working Relations

In practice, this condition creates overlapping authority and confusion in carrying out daily tasks. The public as service users are the most disadvantaged, because they are faced with inconsistent processes. This phenomenon indicates that institutionally, MPP is still unable to carry out its integrative function comprehensively. Instead of simplifying and accelerating the bureaucratic process and public services, MPP is still limited to making services in one place only.

2. Effective Internal Communication

The lack of an integrated communication system worsens the perception of professionalism and readiness of MPP as a single public service unit. The public's expectations for efficient and informative services are not met, because internal coordination, which should be a link between institutions, has become a weak point.

3. Employee Commitment to the Organization

Based on the results of the analysis of various indicators in the Integration dimension, it can be concluded that the level of effectiveness of the Depok City Public Service Mall (MPP) is still in the ineffective category. Although it is recognized that officers generally show high personal commitment and dedication in providing the best service to the community, this has not been able to cover up fundamental weaknesses in structural and systemic aspects. The organizational structure of the MPP which is still rigid and inflexible between agencies is the main obstacle to the creation of synergistic cross-agency

coordination and cooperation. Minimal structural flexibility makes the service flow unable to respond to spikes and community needs quickly and appropriately.

Adaptation and Implementation of Technology in Depok City Service Mall

The adaptation dimension is one of the main aspects in measuring the effectiveness of the implementation of Public Service Malls (MPP), as stated by Steers (1985), namely the ability of the organization to adapt to changes both from the internal and external environment. Adaptation is important because public services are dynamic, influenced by regulatory changes, technological developments, and increasing public expectations. In the MPP of Depok City, adaptation is measured through three main indicators, namely the ability to innovate, flexibility of organizational structure, and response to external changes or policies.

1. Ability to Innovate

This condition shows that the presence of innovation alone does not necessarily guarantee an increase in service quality if it is not balanced with adequate technical readiness and socialization. Technological innovation in public services is not only about designing digital features, but also about how the technology can be understood, accessed, and used optimally by all levels of society, including those who are less familiar with the use of digital devices. In this case, the role of user education, simplification of application interfaces, and strengthening of support systems is very important to ensure that innovation is not only a symbol of modernization, but actually contributes to improving service quality.

The success of public service innovation also requires a continuous cycle of evaluation and improvement. Technical complaints and field obstacles must be viewed as feedback to continuously improve the system, not merely as obstacles. In this case, strengthening the help desk system, problem reporting mechanisms, and speed of technical response are indicators of the sustainability of innovation. In addition, technological innovation must be made part of the service ecosystem, not just as a sectoral initiative or short-term project.

2. Flexibility of Organizational Structure

Officers from various agencies complained that the lack of structural integration created an unbalanced workload—on one side there was a crowded counter, while another counter was relatively empty but could not help each other because of overly rigid organizational boundaries. This unpreparedness was exacerbated by the absence of a workload-based managerial mechanism that should be standard in an integrated service system.

In other words, the MPP which should be a symbol of modern, efficient, and integrated services is still trapped in the old bureaucratic model which is sectoral and limited to agency boundaries. The inability to build a flexible and responsive structure shows a failure to internalize the collaborative spirit between service provider institutions.

Therefore, urgent improvements are needed, especially in terms of reformulating the work structure, strengthening cross-agency coordination, and implementing a rotation mechanism or redistribution of personnel based on real workload. Without these fundamental changes, the MPP will continue to face a gap between the idealism of policy and the reality of implementation in the field.

3. Response to Change and Community Needs

The ability of a public service organization to respond to external changes is a vital indicator in assessing the capacity for policy adaptation and the sustainability of innovation. In interviews with stakeholders of the Public Service Mall (MPP), the majority of informants—7 out of 11 people—gave a positive assessment of the MPP's response to various changes originating from national policies, social dynamics, and technological developments. This is a signal that at the upper structural level, the MPP is relatively adaptive to external pressures.

Complaints such as long queues, problematic digital systems, or lack of accurate information in the field are still recurring. This shows that the innovation and responsiveness built at the policy level have not fully translated into real changes in user experience.

In conclusion, MPP shows a fairly promising responsive capacity to external dynamics, but this is not yet consistent across the organization. The gap between policy and implementation is a major obstacle in ensuring truly adaptive and user-oriented public services. Therefore, a more comprehensive internal communication system, regular training for officers, and monitoring and evaluation mechanisms are needed to ensure that every change does not only occur on paper, but is also felt in real terms by the community.

Factors Inhibiting the Effectiveness of Public Service Malls in Depok City

Based on the results of the analysis of the three dimensions of organizational effectiveness according to Steers (1985), it can be concluded that the effectiveness of the Depok City MPP has not been achieved optimally. There are a number of main inhibiting factors that are the root of the problem of ineffective goal achievement, weak service integration, and minimal adaptability.

Weak Coordination Between Agencies

Solid coordination between service providers is an absolute prerequisite for achieving the objectives of the Public Service Mall (MPP) as a fast, transparent, and efficient integrated service center. However, in its implementation in Depok City, this coordination aspect is still a significant weak point. Based on the findings of interviews with eleven sources consisting of management, tenant officers, and service users, 10 sources firmly highlighted that the pattern of working relationships between sections and agencies in the MPP has not been running optimally and tends to be sectoral.

This phenomenon of weak coordination ultimately has a direct impact on the level of public satisfaction. The results of interviews with five service user respondents showed similar complaints, namely the lack of synchronization of information between the service desk, the bulletin board, and the official MPP digital application. It is not uncommon for people to feel ping-ponged from one service to another, which is contrary to the spirit of bureaucratic acceleration and efficiency that is intended to be achieved.

These facts confirm that weak coordination is not merely a technical problem, but also related to the still strong sectoral bureaucratic culture. Efforts to reorganize working relationships between agencies are absolutely necessary so that the Depok City MPP can function in accordance with the purpose of its formation, namely to become a truly integrated public service center and able to answer the needs of the community quickly and

accurately. For this reason, strengthening the coordination framework, establishing formal cross-tenant communication protocols, and establishing periodic evaluation forums are important recommendations that must be implemented immediately.

Standard Operating Procedures Between Different Agencies

The difference in Standard Operating Procedures (SOP) between agencies affiliated with the Depok City Public Service Mall (MPP) is one of the crucial inhibiting factors in efforts to realize integrated, fast, and efficient public services. Based on the results of in-depth interviews with internal sources and service users, it was revealed that variations in administrative procedures between one tenant and another often cause confusion, delays, and even complaints from the public which lead to a decrease in public trust in MPP.

This is in line with research that found that in the process of digitizing public services, significant obstacles arise from the lack of coordination between divisions and the lack of uniform leadership guidelines and SOPs. This will ultimately weaken the effectiveness of services.

Other studies conducted in KTSP Trenggamus Regency and also research conducted in Semarang City Land Office also confirmed this. Public services are not fully effective due to the inconsistency between actual procedures and existing SOPs, causing delays and public dissatisfaction. In addition, although SOPs have been proven to improve employee performance, their inconsistent and different implementations between information systems weaken work motivation and service effectiveness.

Conceptually, the existence of MPP is expected to unite various types of government and non-government services under one roof with standardized procedures. However, in its implementation, each agency still adheres to the sectoral SOPs set by their parent ministry or agency. For example, population services regulated by the Population and Civil Registration Service have different flows and supporting documents from licensing services under the Investment and One-Stop Integrated Service Service (DPMPTSP). These differences are often not harmonized through internal MPP policies, thus triggering overlapping procedures.

The real impact of this SOP disparity is seen in the service user experience. Several community respondents said they had to go back and forth to complete documents that could actually be obtained or verified electronically if there was an integrated SOP system. It is also not uncommon for there to be differences in information related to required documents between front office officers and information on the agency's official website, due to the lack of uniform cross-platform SOP updates. This causes inefficiencies in time and energy, and has the potential to increase the administrative burden that should be minimized through procedural integration.

In addition to impacting users, differences in SOPs also affect the performance of service officers. Interviews with several tenant officers revealed confusion when having to handle cross-service requests whose procedures are not in sync with each other. This condition requires officers to improvise to bridge the gap in procedural coordination, which ultimately has the potential to violate sectoral regulations or cause duplication of tasks.

This phenomenon indicates that the Depok City MPP has not fully implemented an effective one-stop service approach. Instead of creating synergy between services, differences in SOPs actually emphasize bureaucratic barriers between agencies in shared service spaces. Therefore, harmonization of SOPs across tenants needs to be a priority in improving MPP management. Standardization efforts can begin with the formation of an integrated SOP drafting team involving representatives from each agency, accompanied by periodic procedure audits to ensure compliance with user needs and the latest policy developments.

Lack of Human Resources

The availability of adequate human resources (HR), both in terms of quantity and quality, is an absolute prerequisite for the implementation of excellent public services. However, based on the findings of the study, the Public Service Mall (MPP) of Depok City still faces fundamental problems related to limited service personnel. Most of the informants, both officers and service users, complained about the lack of officers in several tenants, especially during peak hours and high demand seasons.

This is in line with research which states that service implementation will be disrupted due to the insufficient number of service personnel to carry out mandatory programs comprehensively. Other studies also confirm this. Lack of human resources is one of the main obstacles in completing reports and administration in public services and increasing the workload of officers which ultimately reduces the level of effectiveness.

The lack of human resources has a direct impact on the effectiveness of the service flow. In some cases, long queues are not balanced by the addition of counters or the relocation of officers to service points that experience a surge in visitors. As a result, the public has to wait longer than the standard service time that has been set. This not only reduces the level of public satisfaction, but also affects the perception of the local government's commitment to improving the quality of bureaucracy.

In addition to the number aspect, the competence of officers is also an important highlight. Several tenant officers admitted that their assignments were not always based on adequate technical skills and training. In certain conditions, one officer is required to master different service procedures, which are substantially outside their initial competence. This situation risks reducing service accuracy, increasing the potential for administrative errors, and increasing the individual's workload.

This is in accordance with the results of the study, which revealed that the low effectiveness of service is caused by human resources that are still standard in terms of knowledge and skills. This results in staff having difficulty in serving the community optimally and becomes one of the main obstacles in administrative services.

The limited number of support staff, such as IT technical officers or information service officers, also worsens the situation. In fact, the implementation of digital systems, online queue applications, and independent kiosks require responsive technical assistance, especially for people who are not yet familiar with technology. The absence of special officers to assist users means that potential technical problems cannot be resolved quickly, thus burdening front office officers who should be focusing on core administrative tasks.

Structurally, the problem of human resource shortages is inseparable from the non-adaptive personnel policy. Not all agencies have additional staff recruitment policies or workload-based rotation mechanisms. Some tenants rely entirely on the formation of their respective parent agency employees, without any additional staff scheme to support integrated MPP operations.

To address this challenge, local governments need to formulate more flexible and adaptive HR management policies. One step that can be taken is to optimize the redistribution of service personnel based on an analysis of the real workload in each tenant. In addition, increasing capacity through technical training and public services is also urgently needed, so that officers have cross-service competencies according to the characteristics of MPP as an integrated service center.

Limited Information Technology

The use of information technology is a crucial element in supporting the transformation of fast, transparent, and efficient public services. The Depok City Public Service Mall (MPP) has also attempted to adopt various digital innovations, such as online queues, self-service kiosks, and service integration through Android-based applications. However, the research findings show that limitations in the information technology aspect are still one of the significant inhibiting factors for optimizing MPP performance.

Research also shows that limitations in IT planning and infrastructure, such as the absence of an electronic-based service system architecture (SPBE), as well as the lack of competent human resources in the IT field, hamper the effectiveness of public services, also reveals the same thing. The limited use of information technology has implications for the suboptimal performance management system, which ultimately hampers the effectiveness of the public service process.

Most of the sources from the community and officers highlighted that the available technology system is not yet fully stable and user-friendly. Online queue applications, for example, often experience disruptions, are unresponsive, or are not synchronized with the manual queue system on site. This causes confusion in the field, especially during peak service hours, because residents who have registered online still have to re-queue manually.

Self-service kiosks, which are supposed to reduce the burden on counter staff, are also not functioning optimally. Several users have complained about the less intuitive interface and the lack of technical assistance, especially for groups of people who are not used to digital devices. As a result, facilities that should facilitate access are rarely utilized optimally, so that the potential for time and cost efficiency is not achieved.

In addition, data integration between agencies in MPP is still partial. Several tenants have stand-alone service systems, following the procedures of their respective parent agencies. This database disconnection results in duplication of data input, document inconsistencies, and the need for repeated manual verification, which ultimately extends service time. In certain cases, policy changes or regulatory updates are not immediately implemented into the digital system, triggering differences in information between officers at the counter and digital information accessed by the public.

The lack of experts in the field of information technology also complicates the situation. When there is a system disruption or a need for feature updates, handling often depends on third parties or external vendors, so that the repair response is not fast. On the other hand, technical training for front office staff to support the operation of digital systems is still limited, so that if technical problems occur during service hours, direct solutions in the field are often not available. This limited information technology problem ultimately impacts public trust in digital-based services at the Depok City MPP. The public's hope for easy, fast, and integrated services is actually hampered by the unpreparedness of the supporting system.

Efforts to Increase the Effectiveness of Depok City Public Service Malls

Responding to the effectiveness challenges faced by the Depok City MPP, the local government, through DPMPTSP as the managing agency, has taken a number of steps to improve the performance of the public service system. These steps are focused on strengthening human resources (HR), improving facilities and infrastructure, and collaboration between tenant agencies. These three aspects are the main pillars that can strengthen the achievement of organizational goals, strengthen integration, and encourage adaptation to change.

Formation of Special UPT to Regulate Operational Management of MPP

Based on field findings, weak coordination is caused by the absence of a single management unit. MPP, although promoted as a model for integrating public services, in practice still relies on the sectoral work patterns of each tenant, so that operational responsibilities are spread without centralized management control. This condition has an impact on overlapping tasks, long unmanaged queues, and unsynchronized service policies between tenants.

The existence of UPT can address this fragmentation by providing a clear and flexible command structure. UPT acts as a single authority that facilitates the harmonization of procedures between agencies, sets joint operational standards, and carries out regular service quality control. In addition, UPT is responsible for designing daily technical service policies, arranging officer work schedules, and responding to emergency situations—for example, a buildup of visitors or a disruption to the digital system. With a special UPT, arrangements for transfer of duties, mobilization of reserve officers, or addition of counters can be implemented more quickly because the decision-making mechanism is centralized.

In terms of budgeting, UPTs funded through direct expenditure posts of the City Government can break dependence on the allocation of the tenant's original agency. This provides flexibility in funding for sudden operational expenses, procurement of supporting facilities such as additional digital queue devices, or increasing internet network capacity. This efficiency supports MPP to continue running optimally even amidst the pressure of high visitor volumes.

Thus, the establishment of a special UPT for MPP Depok City is a crucial foundation for realizing integrated, measurable, and responsive public services. Not only does it clarify the coordination path between agencies, but it also provides certainty of service standards for the community as the final beneficiaries. This step is in line with the spirit of bureaucratic

reform, which demands speed, accuracy, and technological adaptation in every implementation of public services.

Inter-Agency Collaboration

Close collaboration between agencies is an important foundation to ensure the effectiveness of the Depok City Public Service Mall (MPP) can be realized optimally. Based on the research findings, the weak synergy between agencies included in the MPP is still one of the main inhibiting factors, especially related to differences in procedures, overlapping authority, and weak information flow. Therefore, strengthening coordination and cooperation across agencies is a crucial strategy that needs to be implemented immediately.

Collaborative efforts are not only limited to the internal aspects of the MPP, but also need to involve the support of the local government as a manager of macro policies. The Depok City Government must play an active role in facilitating coordination between vertical and horizontal agencies, including encouraging regulatory adjustments if there are obstacles to overlapping regulations. Budget support must also be directed at service integration programs, development of joint information systems, and cross-work unit training so that officers in each tenant have a uniform understanding.

The success of MPP as a modern public service node can only be achieved if each work unit within it is interconnected functionally, procedurally, and systemically. Increasing cross-agency collaboration is the key to building services that are not fragmented, but truly integrated, so as to realize the vision of MPP as a fast, easy, transparent, and accountable service center for the entire Depok City community.

Training and Human Resource Development

The implementation of sustainable HR training must be viewed as a long-term investment, not just a formality agenda. Training can be focused on three main aspects. First, strengthening digital literacy. With the increasing use of online queue applications, self-service kiosks, and integration with risk-based OSS systems, officers need to have technical competence to be able to assist people who are still technologically illiterate. Interview data shows that service users still need direct guidance when using the MPP application.

Second, improving public communication skills. MPP officers are the front line of government service image. Therefore, the ability to provide explanations of procedures in easy-to-understand language, a friendly attitude, and patience in handling complaints must be basic competencies that must be possessed. Training based on service simulations and real case studies can be applied to form professional work habits at the service counter.

Furthermore, it is necessary to strengthen cross-sector policy insights. The evaluation results show that officer confusion often occurs due to minimal information regarding changes in the SOP of other tenants operating in the MPP. For this reason, routine training in the form of cross-training between agencies needs to be held, so that officers understand the service flow of other tenants, emergency procedures, and handling cross-unit problems. This approach is important to support assignment flexibility when officer relocation is needed during high queues.

HR training must be supported by a systematic framework, starting from the determination of a curriculum based on field needs, the involvement of competent resource persons, to post-training evaluation. Post-training performance monitoring is also important so that training results can be measured quantitatively through user satisfaction indicators, service completion time, and the number of complaints successfully handled.

The Depok City Government can collaborate with government apparatus training institutions, universities, or public service practitioners as strategic partners in designing contextual and applicable training modules. Training funding can be allocated through the budget post for increasing the capacity of ASN and non-ASN who work in MPP.

In macro terms, HR training at MPP Depok City is expected to not only improve individual skills, but also instill a professional, collaborative, and community satisfaction-oriented work culture. The success of improving the quality of officers will have a significant impact on the smooth integration of services, the speed of response to problems, and strengthening public trust in the performance of MPP as a symbol of bureaucratic reform at the regional level.

Massive Socialization of MPP Goals and Functions

Socialization must be carried out with a multi-channel approach, utilizing print media, electronic media, social media, and face-to-face meetings at the community level. The Depok City Government together with MPP managers need to design informative socialization materials that are easy to understand for all levels of society, including vulnerable groups who have limited access to information. Dissemination of information can be done through banners, leaflets, public service advertisement spots on local radio and television, and creative content on digital media.

In addition to emphasizing the delivery of basic information such as operating hours, service lists, and queuing procedures, socialization materials also need to emphasize the grand vision of MPP as a form of bureaucratic reform and public service innovation. The public must be convinced that MPP is here to cut bureaucracy, increase the speed of service, and provide a single, easily accessible service door. This in-depth understanding is expected to foster public trust and reduce resistance to new policies or innovations that are implemented.

Internal socialization is also important. Front office staff, security, and support staff in the MPP area must have adequate knowledge to provide consistent information to service users. Internal capacity building programs and regular briefings can be a solution to ensure that all personnel have a uniform understanding of the latest service standards and policies.

Local governments can also involve the active role of community leaders, RT/RW, youth organizations, and non-governmental organizations in disseminating information about MPP down to the smallest neighborhood level. This community-based approach has proven to be more effective in reaching community groups that are rarely exposed to digital media.

With the implementation of intensive socialization, it is expected that there will not only be an increase in public service literacy among residents, but also a culture of mutual support between service users and officers will be created. MPP Kota Depok will truly

function as an inclusive, efficient service center, and be able to meet public expectations for modern and reliable government services.

Improvement of Facilities and Infrastructure

Optimization of facilities and infrastructure is one of the fundamental elements in efforts to improve the effectiveness of the Depok City Public Service Mall (MPP). Based on the results of the interview, the majority of sources, both from officers and the community, said that several supporting service facilities were inadequate, especially related to digital technology and supporting physical space. The limitations of these facilities have direct implications for the quality of service, user comfort, and speed of administrative completion.

Information technology facilities are one aspect that needs serious attention. Research findings show that several digital features, such as online queue applications and QR code scanners, often experience technical problems, ranging from lagging, failed access, to non-real-time data synchronization. This condition forces most people to continue to queue manually, which in turn causes a buildup of visitors during peak hours. Investment in more reliable hardware, regular system updates, and increasing server capacity are urgent steps so that the MPP digital transformation can truly run optimally.

In addition to technology, physical facilities also deserve attention. Comfortable waiting rooms, easily accessible self-service kiosk areas, adequate service counters, and priority queue lines for the elderly, people with disabilities, pregnant women, and toddlers must be ensured to be available with decent standards. Field data shows that during peak visiting hours, the capacity of waiting chairs is often insufficient so that some visitors are forced to stand for a long time or wait outside. This is certainly not in line with the principle of excellent service which places public satisfaction as a priority.

Improvement of facilities must also be balanced with the provision of supporting facilities for cleanliness, security, and information signs. The cleanliness of public spaces and toilet areas must be maintained through a routine maintenance system, while clear and interactive signage makes it easier for visitors to understand the service flow without having to ask officers repeatedly. The placement of digital information screens at several strategic points can be used to display queue status, service schedules, and the latest policy announcements.

Concrete steps in improving facilities and infrastructure can be done through budget allocation for development or revitalization of facilities, periodic maintenance, and cooperation with the private sector to support the provision of advanced technology through a public-private partnership scheme. In addition, the provision of digital feedback boxes in service areas will help MPP management monitor user satisfaction in real time and make quick improvements to facilities that are considered problematic.

It should be noted that the quality of facilities and infrastructure plays a dual role: as a support for physical comfort as well as an instrument to support the achievement of minimum service standards. Therefore, improvements to facilities and infrastructure must be carried out in a planned, sustainable manner, and adjusted to the dynamics of community needs. Thus, the Depok City MPP will be increasingly able to realize efficient, friendly, and citizen satisfaction-oriented public services.

CONCLUSION

Based on the results of the research and discussion on the level of effectiveness of the Depok City Public Service Mall (MPP), several conclusions can be drawn as follows: The implementation of the Depok City MPP in principle has shown a concept for achieving goals, especially in the aspect of providing public services under one roof that makes it easier for the public to access various services. However, overall effectiveness is still low. This is indicated by the gap between the objectives that have been formulated and the actual results in the field. Several indicators such as speed of service, consistency of procedures, and integration between agencies still require significant improvement. The public satisfaction survey showed good scores on the aspects of cost transparency and officer commitment, but the aspects of service speed and system integration were still considered less than satisfactory. Several main factors that hinder the effectiveness of MPP include: Low coordination between tenant agencies, especially vertical agencies and the private sector whose systems are not yet fully integrated with DPMPTSP. Different Standard Operating Procedures Between Agencies. Causing ineffective internal communication, which ultimately makes information often uneven among officers. Lack of Human Resources. Limited Information Technology Support systems such as digital queues and online applications often experience technical problems. Efforts to Improve the Effectiveness of Depok City MPP. In response to these obstacles, various efforts have been and need to continue to be made, including: Encouraging the acceleration of the formation of UPT MPP so that institutional management is more independent and adaptive. Collaboration between agencies. Strengthening training and provision of officers, especially for employees from partner agencies. Increasing socialization to the community through digital media, brochures, and direct assistance. Improving Facilities and Infrastructure through the development of an integrated information technology system that supports cross-agency data integration.

REFERENCES

- Achmad KM, Mansyur & M. Baharuddin Zubakhrum. *Administrasi Pemerintahan Daerah*. Jombang: Aksara Sastra Media. 2024
- Bogdan, R., & Biklen, S. K. *Qualitative Research For Education An Introduction to Theory and Methods*. Boston: Allyn & Bacon., 1982.
- Creswell, John W. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4th Ed.)*. CA: Sage Publications, 2017.
- Esterberg, Kristin G. *Qualitative Methods in Social Research*. Boston: Graw Hill, 2002.
- G. Edward White, *The Constitution and the New Deal*, Cambridge, MA and. London: Harvard University Press, 2000,
- H.A.W Widjaja.. *Penyelenggaraan Otonomi di Indonesia*. PT. Raja. Grafindo Persada.2005
- Henry, N. *Public Administration and Public Affairs (12th ed.)*. Routledge.2013
- Huberman, Miles &. *Qualitative Data Analysis: An Expanded Sourcebook*. Sage Publications, 1994.
- Marshall, Caherine, Gretchen B Rossman. *Designing Qualitative Research*. Sage Publi.

- Situmeang F. Peran Ombudsman Republik Indonesia Perwakilan Provinsi Lampung dalam Penyelesaian Laporan atas Dugaan Maladministrasi Penyelenggaraan Pelayanan Publik. *J Ilm Hukum Administrasi Negara*. 2018;5(2).
- Supriyanto, Supriyanto. "Analisis Efektivitas Pelatihan Pelayanan Administrasi Terpadu Kecamatan (PATEN) Dalam Meningkatkan Kualitas Pelayanan Publik Di Kecamatan." *Jurnal Widyaishwara Indonesia* 2, no. 2 (2021): 57–70. <https://doi.org/10.56259/jwi.v2i2.74>.
- Susanto, Pamella Dwi Ariyanti, Rumzi Samin, and Rudi Subiyakto. "Evaluasi Pelayanan Publik Di Pelabuhan Roro Dompok Provinsi Kepulauan Riau." *Ganaya: Jurnal Ilmu Sosial Dan Humaniora* 7, no. 3 (2024): 91–103. <https://doi.org/10.37329/ganaya.v7i3.3356>.
- Sutiyanto, Sukris. *METODOLOGI PENELITIAN (Penelitian Teknologi Informasi, Penelitian Kuantitatif Dan Kualitatif, Penelitian Eksperimen, Penelitian Research & Development Dan Penelitian Tindakan)*. *Journal GEEJ*. Vol. 7. Yogyakarta: K-Media, 2017.
- Wakhid, A. A. (2011). *Eksistensi Konsep Birokrasi Max Weber Dalam Reformasi. Birokrasi di Indonesia*. *Jurnal TAPIs*, 7(13), 126-146.
- Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. "Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 15 Tahun 2014 Tentang Pedoman Standar Pelayanan." *Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 15 Tahun 2014 Tentang Pedoman Standar Pelayanan*, 2014, 14.