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**Policy Innovation in Public Services: A Case Study of the Implementation of Public Service Mall in Barru Regency**

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**Abstract (Segoe UI, 10pt Bold)**

**This study examines the implementation and impact of the Public Service Mall (MPP) in Barru Regency as a policy innovation in public service. The main objectives are to identify implementation stages, challenges encountered, and evaluate the impact on service efficiency and public satisfaction. The research methodology is a case study with a qualitative approach, involving preliminary workshops, official document analysis, in-depth interviews, and direct observation. The results show that the MPP in Barru Regency enhances public service quality, efficiency, and satisfaction. The implementation is supported by strong legal foundations, inter-agency coordination, and the use of information technology to improve transparency and accessibility. Key challenges include inter-agency coordination and human resource management, addressed through collaborative approaches and ongoing training. Policy recommendations include strengthening inter-agency coordination, enhancing HR training, investing in technology, and continuous monitoring and evaluation. Future research agendas include comparative studies across regions, long-term impact analysis of MPP, and research on technological innovations in public services. The implementation of MPP in Barru Regency can serve as a model for other regions aiming to improve public service quality through policy innovation. This study's findings are expected to contribute to the development of more effective and efficient public service policies in Indonesia.**

**Keywords: Policy Innovation, Public Service, Public Service Mall, Barru Regency**

**Keywords:** *Public Participation, Legislative Process, Takalar Regency, Quality of Legislation, Participatory Democracy*

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**Introduction**

Public service is one of the main functions of government to meet the needs of society. The basic philosophy of public service is to provide services that are fast, easy, affordable, safe, and comfortable for all layers of society. This aims to improve the quality of life of the community and ensure social justice. Effective and efficient public services can strengthen public trust in the government and increase community participation in development.

Currently, people still feel the low quality of public services in Indonesia. Speed, ease, and comfort in accessing services have not fully met public expectations. Processing permits often takes a long time and requires going back and forth between offices that are far apart. This condition makes people reluctant to deal with it and prefer shortcuts such as bribing officials or using brokers. Unintegrated public service delivery causes services to be slow, costly, inconvenient, and time-consuming.

Research on the effectiveness of the implementation of Regional Regulation Number 5 of 2011 concerning Public Services in Barru Regency, especially in the context of the Public Service Mall (MPP) Masiga, has been conducted by Mega Hasanah.R (2023). This research found that the application of the regulation in MPP Masiga has been effective by establishing operational service standards and collaborating with various parties. However, the lack of socialization and the quality of human resources have become major obstacles in implementing efficient services.

Another study by Muhammad Husni Putra (2015) examined the effectiveness of public service centers in Karawang Regency and found that the large number of institutions providing services in different locations caused inefficiency in the licensing process. Dhymas Setianegara (2020) studied population administration services in Lamongan Regency and found that population management was still mostly carried out by institutions rather than MPPs, causing less efficient services. Vina Nurul Afriani (2019) examined the implementation of E-Government in Bogor City and found that public participation was still not optimal despite the application of service principles.

Barru Regency is one of the regions monitoring regulatory and efficiency issues through the Public Service Mall (MPP) Masiga. MPP Masiga provides services from 22 units with 114 supporting service products, covering various licensing and non-licensing services. This MPP aims to unite all government administrative services in one building, allowing the public to access various services more efficiently and optimally.

The quality of public services continues to be improved sustainably, one of which is by integrating all types of services in one building through the MPP. The MPP aims to provide convenience and ease in doing business, as well as to improve the speed, ease, reach, comfort, and security of services. MPP is also expected to increase global competitiveness in providing ease of doing business in Indonesia.

According to Dadang Suwanda et al. (2020), in their book "Public Service Mall: Accelerating the Improvement of Quality Service Innovation," MPP integrates regional public services with various public services from central government institutions, regional governments, state-owned enterprises (BUMN/BUMD), and the private sector. MPP is a place where public service activities or activities take place for goods, services, and administrative services, which is an extension of the integrated service function both at the central and regional levels and services of State-Owned Enterprises/Regional-Owned Enterprises/private sector to provide fast, easy, affordable, safe, and comfortable services.

Several problems identified in public services in Barru Regency are:

1. Speed and efficiency of services are still not optimal.

2. Coordination between agencies is not yet maximal.

3. Lack of socialization and quality of human resources in managing services.

4. The existence of illegal fees and convoluted service processes.

This research uses the theory of legal effectiveness, which measures the extent to which rules and policies applied can function well and achieve their goals. Regional government theory is also used to understand the roles and authorities of local governments in managing public services. Additionally, the theory of siyasah idariyah in Islam, which emphasizes simplicity, speed, and professionalism in administrative services, is also a foundation in this research.

The purpose of this research is to identify the process of implementing the Public Service Mall (MPP) in Barru Regency, focusing on three main aspects. First, this study will analyze the stages of the formation and operationalization of MPP in Barru Regency, including explaining the coordination carried out between involved government and private institutions, and examining the use of information technology to support service efficiency and transparency. Second, this research aims to identify the various challenges and obstacles faced during the MPP implementation process in Barru Regency and analyze the strategies used by the local government to overcome these challenges and obstacles. Third, this study will evaluate the impact of MPP implementation on public service efficiency and public satisfaction in Barru Regency. This includes evaluating the impact on improving public service efficiency, analyzing the level of public satisfaction with the services provided at MPP through surveys and interviews, and comparing Public Satisfaction Index (IKM) data before and after MPP implementation to assess changes that occur. Through this research, it is expected to obtain a comprehensive picture of the implementation of MPP in Barru Regency and policy recommendations for improving and enhancing the quality of public services in the future.

By achieving these objectives, this research is expected to provide a comprehensive picture of the implementation of MPP in Barru Regency, and provide policy recommendations for improving and enhancing the quality of public services in the future.

This research is expected to provide several important benefits. Theoretically, this research aims to add information and knowledge about the implementation of public service policies, especially in the context of the Public Service Mall (MPP). This is expected to enrich the literature and academic understanding of how innovative policies such as MPP can be applied and evaluated at the local level. Practically, this research is expected to provide policy recommendations that can be adapted by other regions to improve the quality of public services through MPP. In addition, the results of this research are also expected to be used as a reference for other researchers discussing related topics, thereby encouraging further research and the application of best practices in public services in various regions.

With this background, this research is expected to provide a comprehensive picture of the implementation of MPP in Barru Regency and provide policy recommendations that can enhance the quality of public services in Indonesia.

**Research Methods**

1. Research Design

This study uses a case study design with a qualitative approach. A case study is chosen because it allows for in-depth exploration of the processes and dynamics of implementing the Public Service Mall (MPP) in Barru Regency. The qualitative approach is used to understand phenomena holistically and contextually and to identify key patterns and themes from the collected data.

1. Research Location

The research was conducted in Barru Regency, South Sulawesi, focusing on the Public Service Mall (MPP) Masiga.

1. Data Collection Techniques. Data in this study were obtained through the following methods:
   1. Direct Observation. The researcher conducted direct observations at the MPP Masiga location to understand the operational processes and interactions between service providers and the public. This observation helps in identifying practical aspects of MPP implementation.
2. In-Depth Interviews. In-depth interviews were conducted with various stakeholders, including government officials at the Investment and One-Stop Integrated Services Agency (DPMPTSP), MPP staff, and representatives of institutions involved in the MPP. These interviews aim to gain their perspectives and experiences regarding the implementation process, challenges faced, and strategies used to overcome these challenges.
3. Documentation. Collection and analysis of official documents related to MPP implementation. These documents include laws and regulations, government decisions and instructions, official reports, as well as planning and evaluation documents of MPP.
4. Data Analysis Techniques. The collected data were analyzed using thematic analysis. The steps of thematic analysis include:
   1. Initial Coding. The researcher reads and marks relevant data with initial codes reflecting emerging themes or patterns.
   2. Theme Identification. From the initial codes, the researcher identifies the main recurring themes in the data. These themes cover key aspects of MPP implementation, challenges faced, and the impact on efficiency and public satisfaction.
   3. Theme Grouping. Identified themes are grouped into larger categories to facilitate further analysis.
   4. In-Depth Analysis. The researcher conducts an in-depth analysis of the identified themes and categories to understand their meaning and implications in the context of MPP implementation in Barru Regency.
   5. Reporting Results. Findings from the thematic analysis are systematically compiled and reported in detailed narrative form, describing the processes, challenges, and impacts of MPP implementation.
5. Validity and Reliability

To ensure the validity and reliability of the data, this study uses data triangulation, combining data from various sources (observation, interviews, and documentation). Additionally, the researcher performs member checking by involving informants in verifying the accuracy of the collected and analyzed data.

With this methodology, the research is expected to provide a comprehensive picture of the implementation of the Public Service Mall in Barru Regency and offer policy recommendations to improve the quality of public services in the future.

**Results and Discussion**

1. **Results**
2. Implementasi MPP di Kabupaten Barru

One of the breakthroughs achieved by the Barru Regency Government under the leadership of Suardi Saleh and Nasruddin is the establishment of the Public Service Mall (MPP), inaugurated on February 20, 2020, coinciding with Barru's Anniversary. This MPP was inaugurated by the Minister of State Apparatus Utilization and Bureaucratic Reform, Tjahjo Kumolo. The Barru MPP is located in the tower of the Barru Regent's office and aims to provide fast, easy, affordable, safe, and comfortable public services. The establishment of the Public Service Mall (MPP) in Barru Regency is based on several regulations governing public services and bureaucratic reforms:

1. Legal Basis:
2. Law No. 23 of 2014 on Regional Government: This law regulates the division of governmental affairs between the central government, provincial governments, and district/city governments. It grants local governments the authority to manage and administer government affairs in their regions, including public services. In the context of MPP, this law supports decentralization and regional autonomy, enabling Barru Regency to manage and improve public services independently.
3. Government Regulation No. 96 of 2012 on the Implementation of Law No. 25 of 2009 on Public Services: This regulation provides implementation guidelines regarding the administration of public services in accordance with Law No. 25 of 2009. It emphasizes the importance of clear public service standards, transparency, accountability, and public participation. In the context of MPP, this regulation ensures that the services provided by the MPP in Barru Regency meet established service standards and uphold good governance principles.
4. Presidential Regulation No. 97 of 2014 on Integrated One-Stop Service (PTSP): This Presidential Regulation governs the administration of Integrated One-Stop Services aimed at increasing the efficiency and effectiveness of licensing and non-licensing services. It encourages the integration of services from various agencies in one place, making it easier for the public to access public services. In relation to MPP, this Presidential Regulation serves as the basis for the establishment of MPPs that integrate various public services in one building to enhance service speed and convenience.
5. Presidential Regulation No. 54 of 2018 on the National Strategy for Corruption Prevention: This Presidential Regulation governs efforts to prevent corruption through various strategies, including improving the quality of public services. One of its focuses is strengthening public service systems that are transparent and accountable. MPP, as an innovation in public services, supports this strategy by providing integrated, transparent services free from practices of corruption, collusion, and nepotism (KKN).
6. Ministerial Regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform No. 23 of 2017 on the Administration of Public Service Malls: This regulation provides specific guidelines on the administration of MPPs, covering objectives, principles, and procedures for establishing and managing MPPs. It emphasizes the importance of service integration, providing adequate facilities, and utilizing information technology to support fast, easy, and transparent services. In the context of Barru Regency's MPP, this regulation serves as the main guide in establishing and operating MPPs in accordance with established standards.
7. Ministerial Decree of the Ministry of State Apparatus Utilization and Bureaucratic Reform No. 135 of 2017 on the Designation of Pilot Public Service Malls: This decree designates pilot regions for the administration of MPPs, including the criteria and indicators of success that must be met. Barru Regency, as one of the pilots, is expected to become a model for other regions in implementing MPPs. This decree supports Barru Regency's efforts to implement MPPs with high standards and encourages innovation and improvement in public service quality in the region.

These regulations provide a strong legal framework for the establishment and operationalization of the MPP in Barru Regency. They ensure that the MPP operates according to the principles of good governance, transparency, accountability, and public participation. They also encourage the integration of public services to improve efficiency and effectiveness, and prevent corrupt practices in public services. With this legal basis, the MPP in Barru Regency can provide better services and become a model for other regions in Indonesia.

1. Implementation Stages of the Public Service Mall (MPP) in Barru Regency
2. Service Coordination. Coordination between Central and Regional Agencies, SOEs/BUMD, and Private Sectors. The initial stage in implementing the MPP involved intensive coordination among various government agencies at both central and regional levels, as well as State-Owned Enterprises (SOEs), Regional-Owned Enterprises (BUMD), and private sectors. This coordination aimed to align perceptions regarding the objectives and benefits of MPP and to ensure a shared commitment to support its implementation.
3. Aligning Perceptions and Building Commitment. This process involved regular discussions and meetings to ensure that all parties understood and supported the MPP concept. The commitment was formalized through the signing of a joint agreement outlining the roles and responsibilities of each party involved in MPP administration.
4. Drafting the Regent's Regulation on MPP Administration. To provide a strong legal foundation, a Regent's Regulation was drafted to govern the administration of the MPP. This regulation includes key aspects such as organizational structure, operational procedures, and the responsibilities of each involved agency.
5. Establishing the Technical Team and Conducting Vertical Institution Audiences. A Technical Team for MPP was formed, consisting of representatives from various related agencies. This team is responsible for coordinating the implementation process, conducting audiences with vertical institutions, and ensuring that all technical preparations proceed according to plan. The audiences with vertical institutions aim to gain support and guidance from the central government.
6. Institutional Arrangements
   1. Drafting MoU (Memorandum of Understanding) and Cooperation Agreement. To regulate cooperation among various involved agencies, MoUs and PKS were drafted. These documents outline the roles, responsibilities, and cooperation mechanisms among the agencies involved in the MPP.
   2. Preparing Service Standards (SP), SOPs, and MPP Rules. Service Standards (SP), Standard Operating Procedures (SOP), and MPP rules were created to ensure that all services provided at the MPP follow clear, consistent procedures and meet established standards. These SP and SOP are designed to enhance service efficiency and effectiveness, ensuring user satisfaction.
7. Infrastructure Preparation
   1. Organizing Service Spaces (Front Office and Back Office). The MPP was designed with adequate space arrangement to provide optimal service. The front office is where the public receives direct services, while the back office handles administrative and support processes. This arrangement aims to improve comfort and efficiency in service delivery.
   2. Developing Information Systems and Databases. An integrated information system and database were developed to support MPP operations. This system includes applications for queuing, document management, service status tracking, etc. The use of information technology aims to enhance transparency, accuracy, and service speed.
   3. Providing Electricity, Internet, and Supporting Infrastructure. The MPP is equipped with basic infrastructure such as electricity, stable internet connections, and other supporting facilities. These facilities are essential to ensure smooth operations and provide comfort to service users.
8. Human Resource Management
   1. Analyzing HR Needs, Recruitment Mechanisms, and Staffing. An analysis of human resource needs was conducted to determine the number and qualifications of staff required. Recruitment mechanisms were developed to ensure that hired staff possess the necessary competencies. Additionally, staffing arrangements were made to optimize the placement of employees based on their needs and expertise.
   2. Developing HR Development Strategies and Training for Front Office Staff. An HR development strategy was created, including training and skill development programs for MPP staff, especially front office personnel who interact directly with the public. This training aims to enhance competence and professionalism in service delivery.
   3. Establishing Reward & Punishment Mechanisms. A reward and punishment mechanism was implemented to motivate employees to provide excellent service. Rewards are given to employees who demonstrate outstanding performance, while punishments are applied for violations or non-compliance with procedures and service standards.
9. Socialization and Publication
   1. Developing Socialization and Publication Strategies. Strategies for socialization and publication were developed to introduce MPP to the wider community. This includes information campaigns through various media, seminars, workshops, and disseminating informative materials.
   2. Procurement of Publication Media, Soft Launching, and Grand Launching. Various publication media such as brochures, posters, websites, and social media were prepared to spread information about MPP. Additionally, a soft launch was conducted to test MPP operations before the grand launching as the official opening event.

By following these steps, the MPP implementation process in Barru Regency can proceed systematically and structured, providing efficient, effective, and high-quality public services.

1. Involved Agencies. Various government and private agencies involved in Barru MPP include:
2. DPMPTSP Kabupaten Barru
3. DPMPTSP Provinsi Sulawesi Selatan
4. Badan Pendapatan Daerah (Bapenda)
5. Dinas Kependudukan dan Catatan Sipil (Disdukcapil)
6. PDAM, Polres, Samsat, BPJS Ketenagakerjaan, BPJS Kesehatan
7. KPP Pratama, Kantor Kementerian Agama, PT. Pos Indonesia, BPD Sulsel, BPN, PT. PLN Cabang Barru
8. Other vertical agencies and private parties providing public services.
9. Supporting Facilities.

Barru MPP provides various supporting facilities to support optimal public service, including:

* 1. Service counters, lactation rooms, multifunctional rooms
  2. Children's play area, disabled facilities, meeting rooms
  3. ATM center, public library, mushallah
  4. Parking area, canteen/cafeteria

1. Challenges and Obstacles in Implementing MPP in Barru Regency
2. Coordination Among Agencies
   1. Challenges: One major challenge is coordination among the various government and private agencies involved in MPP. Differences in procedures and work cultures between agencies can hinder achieving optimal synergy.
   2. Obstacles: Sometimes, there are misunderstandings regarding the roles and responsibilities of each agency, which can slow down the implementation process.
3. Human Resource Management (HRM)
   1. Challenges: HRM and training are significant challenges. Enhancing the competence and professionalism of service personnel requires considerable time and resources.
   2. Obstacles: Limited budget for HR training and development, and resistance to change among employees.
4. Information Technology Development
   1. Challenges: Implementing effective information systems and technology is also a challenge. There needs to be good data and system integration to support fast and efficient services.
   2. Obstacles: Limited technology infrastructure and lack of technical knowledge among employees.
5. Impact and Effectiveness of MPP
   1. Recapitulation of SKM (Community Satisfaction Survey)

The Community Satisfaction Index (IKM) data from various service units in Barru Regency in 2021 showed an improvement in service quality following the implementation of MPP. Some service units with the highest IKM include:

* + 1. Balusu Subdistrict: 97.22 (A)
    2. Mallusetasi Subdistrict: 89.81 (A)
    3. Palakka Health Center: 84.99 (B)
    4. Barru Subdistrict: 85.59 (B)
    5. Barru Regional Hospital: 81.13 (B)
  1. Efficiency and Accessibility

The implementation of MPP in Barru Regency has enhanced service efficiency and accessibility for the community. This is reflected in the increased speed, affordability, and convenience of accessing public services. MPP allows the community to access various services from one integrated place, reducing the time and costs required to obtain services.

* 1. Community Satisfaction

The impact of MPP on community satisfaction was evaluated through surveys and interviews. The results show that the community is more satisfied with the services provided at MPP compared to before its existence. Positive aspects noted by the community include service speed, facility comfort, and staff professionalism. However, some challenges still need to be addressed, such as increasing HR capacity and optimizing information technology to support better services.

1. **Discussion**
   1. Key Findings

This study reveals several key findings about the implementation of the Public Service Mall (MPP) in Barru Regency and its implications for public services. Data from the Community Satisfaction Survey (SKM) indicates a significant improvement in service quality across various units. This shows that MPP has successfully enhanced service standards through better service integration.

1. Challenges and Obstacles

During the implementation process of MPP in Barru Regency, several challenges and obstacles were encountered:

1. Inter-Agency Coordination: One of the main challenges was coordinating between the various government and private agencies involved. Differences in procedures and work culture between agencies could hinder achieving optimal synergy.
2. Human Resource Management: The organization and training of human resources (HR) presented another significant challenge. Improving the competence and professionalism of service personnel requires substantial time and resources.
3. Information Technology Development: Implementing effective information systems and technology was also a challenge. Good data and system integration are needed to support fast and efficient services.
4. Strategies to Overcome Challenges
5. Formation of Coordination Teams: Establish coordination teams consisting of representatives from each agency to ensure alignment of goals and procedures.
6. HR Training and Development: Conduct regular training and professional development programs to improve the skills and competencies of service personnel.
7. Investment in Technology: Allocate budgets for the development and maintenance of information systems and technologies that support the operation of MPP.
8. Best Practices

Based on the implementation experience of MPP in Barru Regency, the following best practices can be applied in other regions:

1. Collaborative Approach: Adopt a collaborative approach that involves all stakeholders from the outset of the implementation process. This ensures strong commitment and support from all parties.
2. Focus on HR Training: Provide ongoing training programs for service personnel to ensure they have the skills and knowledge needed to deliver quality services.
3. Utilization of Technology: Use information technology to improve service efficiency and transparency. Developing electronic queuing systems, data integration, and online services can reduce waiting times and enhance convenience for the public.
4. Monitoring and Evaluation: Conduct regular monitoring and evaluation to identify issues and areas for improvement. This allows for continuous improvement in service delivery.
5. Community Involvement: Engage the community in the service evaluation process to gain constructive feedback. Satisfaction surveys and discussion forums with the public can provide valuable insights for service improvement.

By adopting these best practices, other regions can learn from the success of MPP in Barru Regency and adapt them to their local contexts. This research provides a strong foundation for the development of better public service policies and strategies in the future.

**Conclusion**

This study provides a comprehensive overview of the implementation of the Public Service Mall (MPP) in Barru Regency. The key conclusions are as follows:

* 1. Legal and Policy Framework: The implementation of MPP in Barru is grounded in robust regulations, including Law No. 23 of 2014 on Regional Government and PANRB Ministerial Regulation No. 23 of 2017 on the Administration of Public Service Malls. This legal foundation ensures MPP operates according to principles of good governance, transparency, accountability, and public participation.
  2. Implementation Stages: The implementation process involves five main stages: service coordination, institutional arrangement, preparation of infrastructure, human resource management, and socialization and publication. Each stage is designed to ensure MPP operates efficiently and effectively.
  3. Challenges and Obstacles: The study identifies various challenges in implementing MPP, including inter-agency coordination, HR management, and IT development. These obstacles require specific strategies, such as forming coordination teams, HR training and development, and investing in technology.
  4. Positive Impact: MPP implementation in Barru has improved public service efficiency and accessibility and increased public satisfaction. Community Satisfaction Index (IKM) data shows improved service quality after MPP implementation.
  5. Best Practices: The study identifies best practices that can be applied in other regions, including collaborative approaches, focusing on HR training, utilizing technology, regular monitoring and evaluation, and involving the community in service evaluation.

Thus, the MPP in Barru has successfully improved public service quality through better service integration, although challenges remain. The policy recommendations from this study are expected to be adapted by other regions to improve public service quality in Indonesia.

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