



Integrated Service Delivery Analysis of Public Service Malls in Pemalang Regency

¹Amud Sunarya, ¹Milwan, ¹Jayanti Armida Sari, ²Norhanishah Mohamad Yunus

¹Universitas Terbuka, Tangerang Selatan, 15437, Indonesia

²School of Distance Education, Universiti Sains Malaysia, 11800 Pulau Pinang, Malaysia

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CORRESPONDENCE

Name: Amud Sunarya
Email: amud@ecampus.ut.ac.id

A B S T R A C T

This study aims to assess community satisfaction with services provided by the Public Service Mall (MPP) in Pemalang Regency and identify its service elements' strengths and weaknesses. Using a quantitative approach, data was collected from 247 respondents selected through proportional simple random sampling, based on a population of 646 service users. The research instrument was developed by the Indonesian Ministerial Regulation No. 14 of 2017, which outlines nine key elements for measuring the Community Satisfaction Index (IKM). The data were analyzed using univariate and bivariate methods. The findings show that the overall IKM score was 88.18, indicating good service quality. While most service elements were rated in category B (good), two elements—service requirements and complaint handling—received the lowest scores (3.41), suggesting areas needing improvement. Conversely, service tariffs and infrastructure scored highest, with 3.94 and 3.75, respectively. The study highlights the need for clearer information dissemination, simplified procedures, and more responsive complaint mechanisms. It also recommends the integration of digital platforms to enhance accessibility and efficiency. Continuous evaluation and stakeholder engagement are essential to ensure sustainable improvements in public service delivery and community satisfaction at the MPP.

INTRODUCTION

Public service quality is a critical aspect of governance reform in both developing and developed countries. Across the globe, governments are striving to enhance service delivery by increasing efficiency, transparency, and citizen satisfaction. In Indonesia, the government launched the Public Service Mall (MPP) program as part of an effort to streamline bureaucratic procedures and improve accessibility to integrated services. The MPP brings together multiple agencies under one roof to provide faster, more coordinated services for citizens (Mohamad Ichsana Nur, 2023).

According to Hasiholan et al. (2020) the implementation of effective governance in Indonesia can be recognized through the quality of public services provided to the community. Creating superior public services is the main goal of granting autonomy to the regions (Amanah et al., 2022). In line with this, according to Ramahyanti et al. (2022) public services aim to meet the needs of the community, with the Public Service Mall being an innovation to improve welfare and solve previous service problems.

On December 20, 2022, the Acting Regent of Pemalang, Mansur Hidayat, inaugurated the Public Service Mall (MPP) at the Office One-Stop Investment and Integrated Services Office (DPMPTSP) Pemalang, combining 15 agencies with 67 services. According to Mansur, this reflects a more efficient and humane government bureaucracy, potentially supporting economic growth in Pemalang Regency, equipped with lactation rooms and children's play areas (Pemalang Regency Government, 2022). The following is data on the development of MPP services in Pemalang Regency in the last three years:

Table 1. Development of MPP Services in Pemalang Regency in 2022-2024

No.	OPD Participant MPP Pemalang Regency	Number of Services Processed per Year		
		2022	2023	2024
1.	DPMPTSP	6	266	27
2.	DLH	2	14	0
3.	DPU TR	3	36	9
4.	DISKOPERINDAG	0	17	1
5.	DISHUB	4	19	0
6.	DISNAKER	3	29	5
7.	DISDUKCATPIL	1	43	1
8.	DINKES	1	27	29
9.	DINSOS KBPP	1	21	4
10.	BAPENDA	3	51	6
11.	BPN	2	22	8
12.	PDAM	17	21	0
13.	BPJS KETENAGAKERJAAN	7	15	1
14.	BPJS KESEHATAN	0	52	5
15.	BANK JATENG	5	13	0
Total		55	646	96

Source: Pemalang Regency PMPTSP Office (2023)

IKM in the 1st quarter of 2023 placed Pemalang Regency PMPTSP Office (2023) in category A, indicating high-quality services. Despite receiving positive assessments, service providers must continue to strive to improve service quality. The following are tables and pictures about IKM in Quarter 1 2023:

Table 2. Categorization of SKM Measurement Results

Perception Value	Interval Exit (NI)	Conversion Interval Value (NIK)	Service Quality (X)	Service Unit Performance (Y)
1	1,00 – 2,5996	25,00 – 64,99	D	Bad
2	2,60 – 3,064	65,00 – 76,60	C	Not Good
3	3,0644 – 3,532	76,61 – 88,30	B	Good
4	3,5324 – 4,00	88,31 – 100,00	A	Excellent

Source: [Pemalang Regency PMPTSP Office \(2023\)](#)

Table 2 above is a categorization of the results of SKM measurement from Permenpan RB Number 14 of 2017, where if the quality of service is A, then it is categorized as the performance of the service unit is very good, then if the quality of service is B, it is categorized as the performance of the service unit is good. As for if the quality of service is C, then it is categorized as the performance of the service unit is not good. Meanwhile, if the service quality is D, it is categorized as the performance of the service unit not being good.

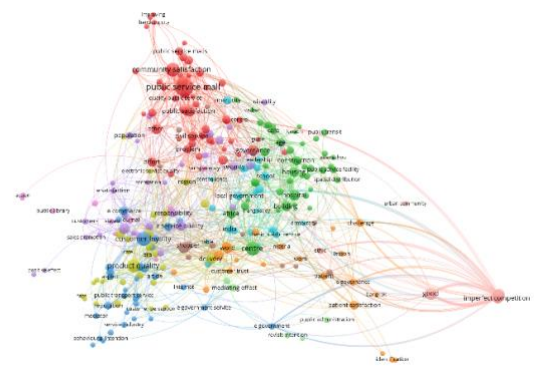


Figure 2. Graph of Value Index Per Service Element

Source: [Pemalang Regency PMPTSP Office \(2023\)](#)

Based on Figure 1 above, the PMPTSP Office of Pemalang Regency has a high score in product/service specifications (90.24), but a low score at service time (87.21). Continuous improvement efforts in service standards are needed. Aspects of community satisfaction that need to be considered include service completion times that are considered slow and inadequate facilities/infrastructure, such as lack of seats when crowded and limited parking areas. The research gap and novelty of 990 articles on public service and community satisfaction found through Publish or Perish, only a few, namely, only eight articles, discuss public service mall community satisfaction. This is relevant to the Open University's research program, which corresponds to its focus on science and distance education, as well as two national research focuses on engineering and social humanities.

The main purpose of this study is to analyze the level of community satisfaction with services provided at the Public Service Mall (MPP) in Pemalang Regency. Furthermore, it seeks to identify the specific strengths and weaknesses of the nine service elements defined by the Ministry of Administrative and Bureaucratic Reform ([Permenpan RB No. 14 Tahun 2017](#)). Understanding these elements is crucial for developing targeted improvements that can significantly enhance service performance and citizen trust.



VOSviewer

Figure 1. Bibliometric Analysis of the VOSviewer Network Visualization

Despite growing literature on public service innovation, there remains a research gap in empirical studies focusing specifically on community satisfaction within MPPs. Based on a preliminary bibliometric analysis using VOSviewer, only a limited number of publications explore public satisfaction in the context of MPPs, and even fewer adopt the standardized IKM framework as mandated by national policy. This study addresses that gap by applying the IKM framework in a local context, thereby contributing to the body of knowledge with evidence-based insights.

Incorporating an international perspective, many countries—such as Estonia, South Korea, and Singapore—have pioneered integrated service centers that emphasize citizen-centric design. This study positions the Indonesian MPP model within that global trend, offering a comparative lens for evaluating policy effectiveness. The core problem addressed in this research is the presence of persistent weaknesses in certain service elements—particularly in terms of requirements and complaint handling—despite overall high satisfaction scores. Without strategic improvements in these areas, the goal of delivering excellent and inclusive public services remains unattainable. By addressing these issues, the study not only contributes to the academic discourse on service quality and governance but also offers practical policy recommendations for enhancing the performance of public service institutions at the local level.

Law Number 25 of 2009 defines public service as an activity to meet service needs. Planned policies are needed for the benefit of the community in accessing services ([Secretariat of the Website of JDIH BPK RI, 2009](#)). During the reform, the Ministry of State Apparatus Empowerment and Bureaucratic Reform developed a policy on the Establishment of Public Service Malls to improve the quality of services to the community ([Suryanegara, 2019](#)). According to [Ristiani \(2020\)](#) The innovation initiative was realized through the Regulation of the Minister of State Apparatus Empowerment No. 23 of 2017, which regulates Public Service Malls (MPP) for community services.

The urgency of this research is to provide studies to local governments, especially Pemalang Regency, to design and reconstruct quality services to provide satisfaction to the community. The state of the art of this research is to develop a study on the analysis of public service mall community satisfaction to improve the quality of services to the community. Research on the implementation of public service mall policies has been carried out by [Muliawaty & Hendryawan \(2020\)](#) titled *The role of e-government in public services (case study: Sumedang Regency Public Service Mall)* shows that the Sumedang Regency

Government needs to switch to service providers with human resources and technology to improve public services.

More research from Puryatama & Haryani (2020) titled *Excellent Service Through the Implementation of Public Service Malls in Indonesia*. Research shows that Indonesia's Public Service Malls have experienced improved services, including administrative efficiency and bureaucratic attitude transformation, with the adoption of the paradigm of New Public Service (NPS) which focuses on quality services. In addition, there is also research from Ristiani (2020) titled *Public Service Management at Public Service Malls in Sumedang Regency, West Java Province* showed that the local government program improved the quality of public services through e-government, while the Sumedang MPP faced server problems and low facility utilization. Next is the research of Umam & Adianto (2020) titled *The Effectiveness of Public Service Malls (MPP) of the Ministry of State Apparatus Empowerment and Bureaucratic Reform in the Implementation of Public Services* shows that the Ministry of Internal Affairs introduced Public Service Malls (MPP) to overcome the problems of excess requirements, slow processes, and employee absenteeism in public services in Indonesia.

Next is the research of Puspitarini (2021) titled *Analysis of the Community Satisfaction Index of Public Service Malls in Probolinggo City* showed high satisfaction with MPP thanks to efficient service and friendly staff, while needing improvements to facilities, online complaint sites, and queue systems. In addition, there is also research from Rahmadanik & Permatasari (2021) titled *Implementation of Excellent Service at the Public Service Mall of Nganjuk Regency* shows that transparency, accountability, and balance of rights and obligations at the Nganjuk Public Service Mall are good, but it is necessary to improve the supporting facilities of service providers. In addition, there is also research from Junirianto & Wita (2020) titled *Development of the Samarinda Public Service MAL Online Queue Application with the Merger of Android Websites and Applications in Public Service Malls that Succeeded in Creating an Effective Online Queue System*. The last is the research of Hasanah et al., (2023) titled *The Effect of Public Service Quality and Service Recovery on Community Satisfaction in Public Service Malls (MPP) of Tarakan City* showing the results of hypothesis testing using SPSS version 25.0 showed that service quality and service recovery had a positive effect on community satisfaction.

The research by the eight researchers above focuses on the analysis of public service mall community satisfaction but has not explored the analysis using Permenpan RB Number 14 of 2017.

Based on eight previous studies (Muliawaty & Hendryawan, 2020; Puryatama & Haryani, 2020; Ristiani, 2020; Umam & Adianto, 2020; Puspitarini, 2021; Rahmadanik & Permatasari, 2021; Junirianto & Wita, 2020; Hasanah et al., 2023), several research gaps can be identified. From the empirical perspective, most of the earlier studies were conducted in other regions such as Sumedang, Probolinggo, Nganjuk, Samarinda, and Tarakan. Only a few emphasized the evaluation of community satisfaction using standardized instruments, meaning that no specific study has yet been conducted on the MPP in Pemalang. In addition, the majority of previous research has highlighted aspects of administrative efficiency or technology-based service innovations, but has not examined service quality in depth based on the official IKM indicators outlined in Permenpan RB No. 14 of 2017.

From the theoretical perspective, most studies have linked MPP to the paradigm of New Public Service or e-government

innovation, but have not systematically tested the alignment of MPP service elements with public service management theories (Denhardt & Denhardt, 2000; Lovelock in Hardiyansyah, 2018). In other words, there remains a gap in connecting the empirical dimensions of community satisfaction with the theoretical framework of citizen-centered governance.

Therefore, this study offers a novel contribution by combining empirical analysis—using the IKM instrument of Permenpan RB No. 14/2017—within the context of MPP Pemalang, along with a theoretical contribution by reinforcing the relevance of the citizen-centered governance model of public service delivery. The findings are expected not only to enrich academic discourse but also to provide practical recommendations for local governments in improving public service quality on a sustainable basis.

In addition, this research will only focus on public service malls in Pemalang Regency. The purpose of this study is to analyze the Community Satisfaction Index (IKM) related to services at Public Service Malls (MPP) in Pemalang Regency and to examine the problems/weaknesses and advantages of service elements in Public Service Malls (MPP) in Pemalang Regency. Departing from the problems described above, the author came up with the idea to conduct research entitled "Community Satisfaction Analysis of Public Service Malls in Pemalang Regency".

Public Service

According to Maulidiah (2014) The role of public services is a key aspect borne by elements of government institutions, both at the national and regional levels. In addition, SOEs/BUMDs also fulfill the function of providing services or goods to the public. In the concept of public services, two main groups are involved in providing services, namely public service providers and public service recipients.

Public service is a field that is substantively more crucial than many other areas in which public managers operate (Denhardt & Denhardt, 2000). According to Tjiptono (2020), service or service has two meanings: as a service, in the form of non-physical output provided, and as an action taken by one party to another, individually or in groups. In the management literature, there are at least four definitions of the concept of service that is:

1. Service describes various sub-sectors in categories of economic activity such as transportation, finance, retail trade, personal services, health, education, and public services;
2. Service is seen as an intangible product, the result being more activity-oriented than physical objects, although physical products can be involved (e.g., food in restaurants and airplanes in flight services);
3. Service represents a process, which includes key product delivery, personal relationships, performance in a broader sense, and service experience;
4. Service can also be seen as a system consisting of two main components: service operations that are often invisible or unknown to the customer (back office or backstage) and service delivery that is generally visible or known to the customer (often also considered to be front office or front stage).

According to Lovelock (Hardiyansyah, 2018), the quality of service includes the following dimensions: 1) *tangible* (touched), which includes physical capabilities, equipment, personnel, and material resources; 2) *reliable* (reliable), namely the ability to provide the promised services appropriately and consistently; 3)

responsiveness, namely concern and responsibility for service quality; 4) *insurance* (guarantees), which relate to the knowledge, behavior, and abilities of employees; 5) *Empathy*, i.e. the level of individual attention given to the customer.

The provision of public services is the state's way of ensuring that every citizen gets their basic needs and civil rights through the goods, services, and administrative services provided by public service providers (Siti Maryam, 2017). According to Rinaldi (2012) The quality of public services provided by government apparatus today often still has shortcomings, which makes it not by the standards desired by the community. According to Mahsyar (2011) In terms of how it is implemented, public services in Indonesia face several shortcomings, including (1) lack of responsiveness, (2) lack of information, (3) limited access, (4) lack of coordination, (5) bureaucratic tendencies, (6) unwillingness to listen to public complaints, suggestions, or aspirations, and (7) inefficiency. When viewed from the perspective of human resources, the main weaknesses lie in professionalism, competence, empathy, and ethics. The working methods used by much apparatus today are still influenced by the classical bureaucratic model, which tends to be structured/hierarchical, formal, legalistic, and closed. In addition, some views state that the weakness in the human resources of the government apparatus in providing services is also caused by an inadequate and inappropriate compensation system.

Community Satisfaction

According to Deseran (1976) In sociological studies related to subjective social indicators, the concept of community satisfaction is often the main topic of discussion. In this regard, Fried (1984) explaining the factors related to community satisfaction, along with various other variables related to social roles and personality, is used to assess the importance of community satisfaction in daily life. This is done by making life satisfaction an affected variable. Although there are differences in socioeconomic status and other factors, community satisfaction appears to have a significant impact on life satisfaction at different levels of socioeconomic status.

In addition, according to Theodori (2001) The results of bivariate analysis and multiple correlation/regression showed that the level of perceived welfare tended to be higher with increased community satisfaction and attachment. Although the total variation in measures of community satisfaction and engagement is not so large, it is not significantly different from the influence of various other social and demographic factors that are also related to well-being. In addition, according to Akhirin et al. (2023), Community satisfaction is an emotion of happiness or disappointment that a person feels, which arises from comparing their impression of the performance or results obtained from a job with the expectations they have for the human resources involved. Kotler and Keller argue that *'product, service quality, customer satisfaction, and organizational profitability are interconnected'*, which shows the relationship between quality and customer satisfaction (Muzaki et al., 2023). Carayannis et al. (2015) stated, *"Innovation ought to be driven by a market-oriented approach that considers both opportunities and consumer demands,"* which shows that innovation is also related to community satisfaction. This indicates that the level of public trust can be affected by their satisfaction. Therefore, to increase public trust, it is necessary to make efforts to increase public satisfaction.

Quality of Service

The term 'quality' has various definitions and interpretations, depending on the individual's perspective. This can mean that it is by a requirement or need, suitable for use, involves continuous improvement, is free from damage or defects, meets customer needs, or does pleasant things (Irawan, 2020). A product is considered quality if it can provide total satisfaction to consumers, that is, it meets consumer expectations for the product or service (Idayati et al., 2020). Ahmad et al. (2020) defines quality as a changing condition, related to products, labor, processes, and the environment, that meets or exceeds customer or consumer expectations. According to Ananda et al. (2023) To improve the quality of service, the main focus is placed on the lowest-rated elements that need to be fixed first, while the high-rated elements must be ensured to remain at the same or better standard. Fatmaningrum et al. (2020) stated that services, often considered as services, are difficult to assess their quality because they are intangible, and their production and consumption occur simultaneously. The quality of service depends on the customer's perception or response to the service.

METHOD

This study adopts a quantitative descriptive approach to measure and analyze community satisfaction with the services provided at the Public Service Mall (MPP) in Pemalang Regency. This method was selected for its suitability in quantifying public perceptions and providing statistical evidence for evaluating service quality. The study specifically uses the Community Satisfaction Index (IKM) framework as outlined in Permenpan RB No. 14 of 2017, which offers a standardized instrument for assessing public services in Indonesia.

The research utilized both primary and secondary data sources. Primary data were collected through a structured questionnaire containing nine service elements, including service requirements, procedures, processing time, fees, service products, staff competence, staff behavior, complaint handling, and infrastructure. Data was collected through a structured questionnaire containing nine service elements as defined in Permenpan RB No. 14 of 2017. The questionnaire method was selected because it is effective in obtaining primary data directly from respondents (Creswell & Creswell, 2018). Secondary data was gathered from institutional reports and relevant documentation provided by the Pemalang Regency PMPTSP office.

A total population of 646 service users at the MPP was identified, and a proportional simple random sampling technique was employed to select 247 respondents using the Slovin formula with a 5% margin of error. The sample size was determined using the Slovin formula with a 5% margin of error, which is widely used in social science research to calculate representative sample sizes (Sevilla et al., 1992). A total population of 646 service users at the MPP was identified, and a proportional simple random sampling technique was employed to select 247 respondents. This sampling technique was chosen because it provides equal opportunities for everyone in the population to be selected as a sample (Sugiyono, 2017). This ensured that the sample size was both representative and statistically valid. The survey was conducted face-to-face to ensure clarity of responses and completeness of data.

The collected data were analyzed using univariate and bivariate analysis techniques. Univariate analysis was applied to describe the distribution of satisfaction across service elements, while bivariate analysis was used to explore relationships and

patterns between key variables. This two-level analysis helped identify service strengths and weaknesses, leading to practical recommendations for improving public service performance. The overall process aims to inform future policy decisions and promote a citizen-centered governance model. For data analysis, both univariate and bivariate techniques were applied. Univariate analysis was used to describe the distribution of responses for each service element, while bivariate analysis was applied to identify relationships between service elements and community satisfaction. These approaches are commonly adopted in public administration and social science research to ensure systematic and rigorous interpretation of findings (Babbie, 2013; Neuman, 2014).

The use of a quantitative descriptive approach in this study was considered most appropriate because it allows for the systematic measurement of public perceptions through numerical indicators, thereby enabling objective comparisons across service elements. The Pemalang Regency MPP was deliberately chosen as the research site because it represents a relatively new institution that integrates multiple public services under one roof, and has not been extensively examined in previous studies. Informants were selected from the population of service users based on proportional simple random sampling to ensure that the sample was representative of the diversity of users and minimized selection bias.

Nevertheless, certain methodological limitations must be acknowledged. First, the reliance on a structured questionnaire may restrict the depth of responses, as it emphasizes closed-ended items rather than capturing nuanced experiences. Second, the cross-sectional design limits the ability to observe changes in satisfaction levels over time. To mitigate validity concerns, the questionnaire items were strictly aligned with the nine service elements stipulated in Permenpan RB No. 14 of 2017, ensuring content validity, while proportional sampling enhanced the representativeness of the findings. Despite these measures, future research could incorporate mixed-method approaches to strengthen validity by combining quantitative breadth with qualitative depth.

The following is a flowchart that visually illustrates the research methodology:

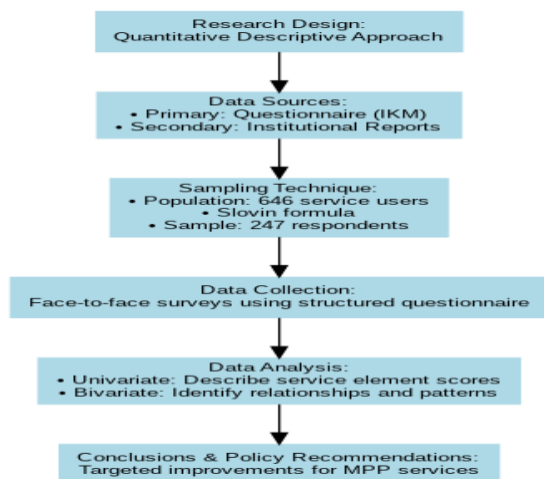


Figure 3. Flowchart Diagram To Visually Represent this Methodology

RESULTS AND DISCUSSION

Community Satisfaction Index (Service Unit and Per Service Element)

SKM data processing using Microsoft Excel SKM data processing and obtained the following results:

Table 3. Detailed SKM Value Per Element

	Value of Service Elements								
	U1	U2	U3	U4	U5	U6	U7	U8	U9
IKM Per	3,4	3,4	3,4	3,9	3,4	3,4	3,4	3,4	3,7
Unsur	1	6	4	4	7	3	6	1	5
Category	B	B	B	A	B	B	B	B	A
IKM Service Unit	88.18 (B or good)								

Source: Primary Data Processed

The results of the Community Satisfaction Index (IKM) survey conducted at the Public Service Mall (MPP) in Pemalang Regency indicate an overall positive assessment of service quality. With a total IKM score of 88.18, the performance falls into category B ("Good"), as per the standards outlined in the Regulation of the Minister of Administrative and Bureaucratic (Permenpan RB No. 14 Tahun 2017). Among the nine service elements, the highest scores were observed in service tariffs (3.94) and infrastructure (3.75), reflecting the community's appreciation of free services and well-maintained facilities.

However, the elements of service requirements and complaint handling each scored 3.41, the lowest in the assessment. These findings highlight challenges users face in understanding administrative requirements and the lack of responsive mechanisms for addressing complaints. These gaps are consistent with findings from Ali (2025), who observed that transparency and feedback channels are crucial determinants of satisfaction in public service malls. Similarly, (Carayannis & Campbell, 2009) argue that innovation in public services should prioritize user feedback loops and procedural simplicity to sustain citizen trust.

The study further emphasizes the need for clearer public communication and streamlined processes. Many respondents found the requirements complex and fragmented across agencies, supporting the argument made by (Denhardt & Denhardt, 2000) on the necessity of a citizen-centered approach in new public service paradigms. In contrast, respondents positively rated infrastructure, suggesting that physical service environments play a significant role in shaping satisfaction, echoing Assefa (2019) service quality dimensions, particularly tangibility and responsiveness.

Bivariate analysis suggests a strong relationship between satisfaction and elements such as clarity of procedures and staff behavior. These align with international literature showing that staff competence and friendliness significantly influence public perception. For instance, (Soroya et al., 2021) discuss the impact of workplace information literacy on organizational innovation, highlighting the role of staff competence. Similarly, Georgiev et al., (2008) explores community and community development, emphasizing the importance of staff behavior in public perception.

To enhance understanding, Figure 2 presents the average IKM scores per element, visually illustrating the strengths and weaknesses identified. This supports our recommendation for targeted service improvements, particularly in information

dissemination and complaint resolution. These findings provide localized insight into Indonesia's service innovation and contribute to broader discussions on effective public administration in developing economies.

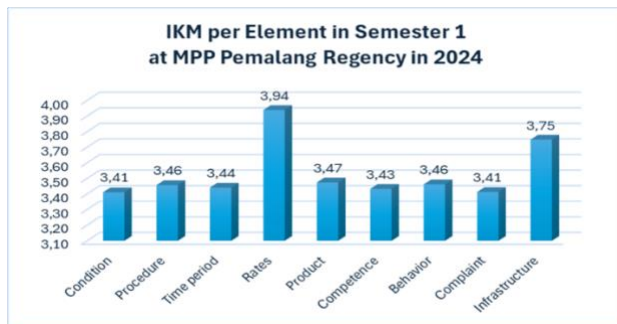


Figure 4. SKM Value Chart Per Element

Source: Primary Data Processed

Based on Table 3 and Figure 2 above, the average public service in MPP Pemalang Regency is at a good and very good level. This is reflected in the average score that is above 3,064. All elements of the service were rated good on average by 247 respondents. Meanwhile, the elements of requirements and complaints are elements in public services that get the lowest score compared to other elements.

The findings of this study can be further interpreted through the theoretical perspectives outlined in the introduction. The overall positive assessment of services in the Pemalang MPP, with specific weaknesses in requirements and complaint handling, reflects the principles of the New Public Service paradigm (Denhardt & Denhardt, 2000), which emphasizes citizen-centered governance rather than bureaucratic control. The persistence of complex requirements and limited complaint mechanisms suggests that the current practice still reflects a classical bureaucratic orientation, whereas a shift toward more responsive and participatory service delivery is needed.

Furthermore, the results reinforce Lovelock's service quality dimensions (Hardiyansyah, 2018), especially tangibility and responsiveness. While infrastructure and service tariffs scored highly, indicating strength in tangible aspects, lower scores on requirements and complaint handling highlight deficiencies in responsiveness and empathy. These findings are consistent with previous studies in Probolinggo (Puspitarini, 2021) and Tarakan (Hasanah et al., 2023), which also found that complaint mechanisms and administrative procedures remain weak despite otherwise satisfactory service performance.

Thus, this study contributes to the theoretical discourse by demonstrating how empirical findings on community satisfaction align with and extend the conceptual models of service quality and governance. It underscores that achieving sustainable improvements in MPP services requires not only infrastructure development but also institutional reforms that align with the principles of citizen-centered governance.

Beyond the descriptive findings, the results of this study can be interpreted in the broader context of international debates on governance and service delivery. The relatively high scores for tariffs and infrastructure indicate that tangible aspects of service remain the most visible drivers of satisfaction, a pattern also observed in service quality research across both developed and developing countries (Lovelock in Hardiyansyah, 2018). Conversely, the lower scores in requirements and complaint handling suggest persistent bureaucratic barriers and weak

feedback loops, which reflect challenges in realizing the principles of citizen-centered governance (Denhardt & Denhardt, 2000). These findings resonate with global calls for public administrations to shift from traditional bureaucratic control toward participatory, responsive, and citizen-oriented service delivery.

Moreover, the identified weaknesses in complaint handling highlight the limited integration of digital tools that could enable real-time responsiveness. In many countries, the digital transformation of public services has been instrumental in improving accessibility, transparency, and accountability (e.g., South Korea, Estonia, Singapore). The absence of such mechanisms in Pemalang underscores the need for a stronger commitment to e-government and digital innovation, which not only streamline processes but also empower citizens as active participants in service improvement.

By positioning the empirical results of the Pemalang MPP within these international debates, this study contributes to a deeper understanding of how local service innovations both align with and diverge from global frameworks on service quality and governance. This comparative perspective underscores that sustainable improvements require not only procedural simplification but also systemic reforms toward digitalized, citizen-centered, and quality-driven public services.

Analysis of Problems/Weaknesses and Advantages of Service Elements

Based on the results of data processing, it can be known that:

1. Requirements and complaints get the lowest score, namely with an IKM value per element of 3.41. These requirements and complaints can explain why they received a lower assessment compared to other elements. The first thing that will be discussed is the issue of the element of requirements. Problems related to the element of requirements in IKM in public sector organizations are usually related to how the public understands, accesses, and fulfills the requirements needed to obtain public services. Eight of the nine informants interviewed stated that the service requirements with the type of service were appropriate, but there was one informant who had taken care of services at the Disdukcapil about the wrong date of birth of his 13-year-old child said that:

"The management requirements are a bit complicated: you have to go to the midwife to ask for a birth certificate, you have to go to the KUA to legalize the marriage certificate, then go to the disdukcapil (the queue is quite large) for further processing and the trial in court (because the age has passed), and finally the family card must also be replaced".

The informant also regretted that:

"The Disdukcapil counter at the MPP is not functioning even though it can ease the burden on residents whose location is far away so that they do not have to go back and forth to the Disdukcapil office which is quite far from the MPP office".

This problem can cause a decrease in the value of IKM in the element of requirements because people feel burdened, confused, or hampered in accessing public services that should be easily accessible. This can also reduce the level of public trust in public sector organizations.

According to Amrulloh, (2022) to overcome problems related to the elements of requirements in the Community Satisfaction Index (IKM) in public sector Organizations, several efforts can be made including: a) The MPP of

Pemalang Regency must be more active in socializing information on service requirements by making a routine schedule of socialization to the community; b) hold socialization by taking advantage of events such as the anniversary of Pemalang Regency, *car-free day* and so on; c) socialization using existing multi-media such as providing information on requirements in local newspapers, making advertisements on local television, talk shows on radio, distributing brochures, making banners placed in the service room containing information on requirements; d) Update more attractive websites and social media such as Instagram, Tik Tok, YouTube, Facebook, and others so that the information is conveyed to the public easily and public satisfaction increases. By implementing these efforts, public sector organizations are expected to increase transparency, efficiency, and public satisfaction in meeting public service requirements. This will have a positive impact on the value of IKM for the element of requirements and increase public trust in the public services provided.

The second element is complaints to IKM in public sector organizations related to how the community can submit complaints, suggestions, or inputs related to the services they receive. Eight of the nine informants interviewed said that:

"So far, I have never known how to handle complaints from service users by MPP officers because so far there have never been complaints that need to be submitted so they have never made a complaint".

But there was one informant who said: *"There are no complaints about the service".*

This problem can have an impact on the low value of IKM for complaint elements because complaints that are not managed properly show the inability of public sector organizations to provide responsive and community satisfaction-oriented services.

According to Sammy et al. (2024) to overcome problems related to the element of complaints in IKM in public sector organizations, efforts are made that service providers must be responsive in receiving and following up on complaints, suggestions, and input from the community. By implementing these efforts, it is hoped that public sector organizations can increase public trust, improve service quality, and ultimately increase the value of IKM for complaint elements.

2. Meanwhile, the service element with the highest IKM value per element, which is with a value of 3.94, is from the tariff element and infrastructure facilities get the next highest value, which is 3.75. These elements of tariffs and infrastructure facilities can be explained as to why they get the highest assessment compared to other elements. The first thing that will be discussed is the issue of tariff elements. In the tariff element, it gets the highest assessment because indeed the service at the Pemalang Regency MPP is free of charge. Of the nine informants interviewed, they said that:

"All services at MPP are currently free of charge".

Next is the second element that occupies the highest assessment from the community is the element of infrastructure. This element is the second highest because indeed the infrastructure/facilities in the MPP of Pemalang

Regency are quite complete, so the community feels comfortable and very helpful when visiting the place. This is reinforced by the statements of nine informants, namely:

"The facilities and infrastructure in the MPP of Pemalang Regency are very adequate".

However, of the nine informants, there is one informant who provided input:

"If possible, the motorcycle parking lot should not be in front of the building, it should be placed next to or behind the building so that it looks neat and not sloppy".

In addition, the informant also hopes that:

"All service units that have been provided service counters at the Pemalang Regency MPP (PDAM, Disdukcapil, BPJS Health, and Employment, DLH, Bank Jateng, Bapenda, Dishub, Discoperindag, and other counters) so that they can immediately serve the community at the MPP because unfortunately, the place is redundant".

In addition to the four elements above, there are still five more elements that are discussed in this study, namely:

Procedural elements: the service procedure at the Pemalang Regency MPP is good. This is reinforced by the results of interviews with nine informants who said that:

"The service procedure is easy to understand, the flow is clear and easy to follow/practice because it has been displayed/listed on the stand banner or the wall of the service room".

Element of period: the speed of time in providing services at the MPP of Pemalang Regency is good. This is reinforced by the results of interviews with nine informants who said that:

"The services provided by MPP officers are very fast, it only takes 5-10 minutes, unlike the past services before joining MPP took a relatively long time".

Product elements: the suitability of service products between those listed in the service standards and the results provided in the MPP of Pemalang Regency are good. This is reinforced by the results of interviews with nine informants who said that:

"The service products provided by the counter staff are per what is listed in the service standards and the results provided".

However, of the nine informants, two informants gave proposals related to the validity period of the fuel purchase permit that is too tight, here is a snippet of the interview:

"If possible, the validity period of the Peralite/Diesel Fuel Purchase Permit can be extended for a minimum of 3-6 months instead of 2 months as currently in effect. They added 2 months too quickly and they had to take care of the fuel purchase permit again".

Competency element: the competence/ability of officers in service at the MPP of Pemalang Regency is good. This is reinforced by the results of interviews with nine informants who said that:

"Service officers at MPP have been competent and skilled in providing services needed by residents".

Behavioral element: the behavior of officers in services related to politeness and friendliness at the MPP of Pemalang Regency is good. This is reinforced by the results of interviews with nine informants who said that:

"The officers in the service at MPP are very polite and friendly".

Follow-up Plan

This analysis aims to improve the quality of public services and policymaking related to public services. Therefore, the results of this analysis will be followed up with an improvement plan. Follow-up improvements will be prioritized, starting from the elements that show the lowest results. The follow-up plan for the results of the Community Satisfaction Survey (SKM) will be discussed in the Public Consultation Forum (FKP) with service user representatives at the end of 2024. Improvements will be prioritized based on the time horizon: short-term (less than 12 months), medium-term (more than 12 months, less than 24 months), or long-term (more than 24 months). The plan to improve the SKM results will be outlined in the following table:

Table 4. SKM Results Improvement Plan at MPP Pemalang Regency

No.	Element Priority	Programs/ Activities	Q1	Time Q2	Q3	Q4	person respon sible
1.	Requireme nt	Simplifying and standardizing requirements	✓				Ranks of MPP Pemalang
		Provides clear and easy-to-understand information	✓				Ranks of MPP Pemalang
		Increasing socialization and education		✓			Ranks of MPP Pemalang
		Improve infrastructure and access to technology aiding and assistance services		✓			Ranks of MPP Pemalang
		Implement a complaint system for requirements			✓		Ranks of MPP Pemalang
		Involve the community in the preparation of requirements				✓	Ranks of MPP Pemalang
		Improve the accessibility of complaint channels	✓				Ranks of MPP Pemalang
		Accelerate complaint response	✓				Ranks of MPP Pemalang
		Increase transparency in the complaint-handling process		✓			Ranks of MPP Pemalang
		Improving the quality of complaint handling		✓			Ranks of MPP Pemalang
2.	Complaint	Involve the community in the improvement process			✓		Ranks of MPP Pemalang

No.	Element Priority	Programs/ Activities	Q1	Time Q2	Q3	Q4	person respon sible
		Build an effective and integrated complaint system			✓		Ranks of MPP Pemalang
		Improving oversight and evaluation				✓	Ranks of MPP Pemalang

Source: Permenpan RB No. 14 Tahun 2017

IKM Value Trends

To monitor the performance index of service units from time to time or to observe changes in the level of public satisfaction in receiving public services, surveys are needed that are carried out periodically and continuously. The results of the analysis of this survey are used to evaluate public satisfaction with the services provided, as a basis for policymaking related to public services, as well as to identify trends in public services that have been provided by the organizers to the community and assess the performance of public service providers. The trend of service recipient satisfaction in MPP Pemalang Regency can be seen in the following graph:

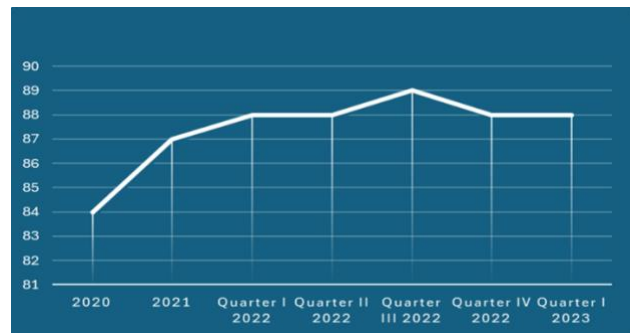


Figure 5. Graph of the Development of the Community Satisfaction Index

Source: Pemalang Regency PMPTSP Office (2023)

Based on the figure above, it can be concluded that there is instability in improving the performance of public services in the MPP of Pemalang Regency during the period 2020 to 2023. So that there is a need for improvements in service performance so that it can increase community satisfaction in the Pemalang Regency MPP.

CONCLUSION

This study contributes both empirically and theoretically to the literature on public service innovation. Empirically, it provides evidence-based insights into citizen satisfaction with the newly established MPP in Pemalang, using the standardized IKM framework mandated by Permenpan RB No. 14/2017. Theoretically, it extends the discourse on citizen-centered governance and service quality by demonstrating how local service innovations align with, but also diverge from, broader governance and service quality frameworks. In practical terms, the findings offer policy recommendations for strengthening the MPP in Pemalang and similar institutions elsewhere. Priority should be given to simplifying administrative requirements, enhancing the accessibility and responsiveness of complaint mechanisms, and adopting digital platforms to increase transparency and efficiency. Sustained investment in both human

resources and infrastructure will also be essential to ensure long-term service quality improvements.

Finally, while this study provides valuable insights, its focus on a single case and cross-sectional design imposes certain limitations. Future research should consider comparative studies across multiple MPPs, longitudinal approaches to capture changes over time, and mixed-methods designs that combine quantitative breadth with qualitative depth. Such studies would not only broaden the generalizability of findings but also enrich our understanding of how citizen-centered governance and digital transformation can enhance service delivery in diverse contexts.

Despite these contributions, this study is not without limitations. First, the analysis is limited to the MPP in Pemalang Regency, which may restrict the applicability of the findings to other regions with different demographic, administrative, or socio-economic contexts. Second, the use of a cross-sectional survey design captures community satisfaction at one point in time, without considering possible variations across different periods. Future research could therefore adopt a comparative approach across multiple MPPs or employ longitudinal designs to track changes in satisfaction over time. Additionally, incorporating qualitative methods such as in-depth interviews or focus groups would provide richer insights into citizens' experiences and complement the quantitative findings of this study.

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