

## PUBLIC SERVICE MALLS AS A SOLUTION IN IMPROVING THE QUALITY OF PUBLIC SERVICES IN INDONESIA

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### ABSTRACT

One of public service transformations carried out by the government is by building Public Service Malls. Today, more than 30 regencies/cities have had Public Service Malls. This study aims to analyze the extent to which the Public Service Malls built by the regencies/city government is significantly able to improve public services in the region. The study uses a quantitative method by comparing the quality of public services as measured by the value of the Public Service Index in 2020 for groups of regencies/cities that already have Public Service Malls (30 regions) with groups that do not yet have Public Service Malls (191 regions). The normality test for the group of regencies/cities that do not yet have Public Service Malls shows the p-value of the Kolmogorov-Smirnov of 0.001. This means that the regional group is not from a normal population. The Mann-Whitney test was used to continue data analysis. The results of the Mann-Whitney Test were 2145,500 with a p-value of 0.027 (2-tailed, =0.05). The study found that the quality of public services provided by government regencies/cities that have a Public Service Malls is significantly better than those without a Public Service Malls. The most important factor in improving the quality of regencies/city government public services in Indonesia is the service policy.

### A. INTRODUCTION

Indonesia has set a priority for public service quality improvement in 2022, two years after the start of COVID-19 pandemic. Improving public services aims to help Indonesia's economic recovery and government reforms. Public service development focuses on improving institutional strength, improving work procedures, and standardizing the implementation of public services in an integrated, integrative manner.

The government has set a goal to raise the Public Service Index from 3.84 in 2020 to 4.29 in 2022 based on Presidential Regulation Number 115 of 2021 about Updating the Government Work Plan for 2022. The Public Service Index is an indicator used to measure the performance of public services in ministries, institutions, and local governments in Indonesia based on 6 aspects, namely: (1) service policy; (2) professional human resources; (3) facilities and infrastructure; (4) public service information system; (5) complaints consultation; (6) innovation. This Public Service Index is designed to evaluate public service policies' effectiveness and assess service delivery performance. In addition, the Public

Service Index also discusses the capacity of public service delivery. The index measurement results can be used to rank the performance of public service providers.

The essence of public service is excellent service to the community as an obligation, so the implementation of public services needs to pay attention to and apply principles, standards, implementation patterns, special service fees, service bureaus, a level of community satisfaction, implementation supervision, the resolution of complaints and disputes, and evaluation of the performance of public service delivery (Ristiani, 2020).. Public services are a series of activities carried out to meet the needs of every resident or citizen, through the provision of goods, services, and administration. These are typically provided by the government, individuals, and private sectors working together. The public service process includes three main elements: service providers, the customer or person being served, and the object of service (goods, services, administrative and legal assistance (Handayani, 2020). Public service means providing services that are in line with the needs of the communities and the right to have a certain quality and affordable cost. Public service quality is how well customers perceive public services against their expectations, which includes five dimensions: reliability, assurance, tangible evidence, empathy, and responsiveness (Engdaw, 2020). The implementation of public services is an integral part of the governance process to ensure prosperity, development, justice and fairness in society. This is marked by a government that is more open, transparent, responsive, accountable and informed to citizens. There are three integral parts of public services, namely quality in public services, monitoring of public services and handling of complaints on service complaints from the public. The quality of public services is a critical variable in the delivery of public services. Overall quality of public services depends on the efficiency, effectiveness and competence of personnel who delegate tasks to provide public services (Pareek & Sole, 2022). Some of these studies suggest that public service is the best way the government can provide service to meet the needs of people.

Previous literature studies mentioned conceptual maps and the most relevant and emphasized dimensions of the policy review on public service delivery (Lopes et al., 2017) namely first, the strategy dimension, covering eight aspects, namely (1) policy, strategy, and planning; (2) infrastructure development; (3) mobilization and utilization of resources; (4) leadership and accountability; (5) law, security and property; (6) policy context; (7) overcoming the main challenges and promotion of public services. Second, the capacity dimension covers nine aspects, namely (1) improvement of information services; (2) multi-channel service delivery; (3) bridging the digital divide; (4) service integration; (5) organizational reorientation; (6) empowerment of civil servants; (7) the internal dynamics of the public sector that continues to develop; (8) public awareness and consultation; and (9) service delivery. Third, the innovation dimension includes seven aspects, namely (1) mobile government; (2) innovating the experience of ordinary citizens; (3) innovation in public procurement; (4) collective learning and intelligence; (5) public service innovation; (6) involvement and participation; and (7) community involvement in service development. Fourth, the evaluation dimension covers seven aspects, namely (1) service use; (2) monitoring and evaluation; (3) data analysis to predict trends; (4) monitoring of the impact of public services; (5) improvement of measurement capability; (6) the impact of social media; and (7) evidence-based policymaking.

Public service innovation has been a trend in literature studies throughout the 1975-2016 period. Future public service delivery initiatives that change the way public service is delivered are seen as being able to improve the quality, efficiency, and user experience of services. There are many important research gaps related to the study of public services, including (1) mobilization and use of resources; (2) law enforcement, justice, respect for Human Rights, Law and order, and security of persons and property; (3) public awareness and consult; (4) delivery of multi-channel services; (5) bridging the digital divide; (6) evidence-based policymaking and (7) Social Media Impact (Lopes et al., 2017).

One way to improve the quality of public services in Indonesia is to develop Public Service Malls. Public Service Malls is a form of institutional strengthening that improves work procedures and standardizes public services. According to previous research, it can be assumed that the Public Service Malls policy carried out by the Indonesian government is one example of innovative public service solutions that are focused on improving quality, efficiency, and service user experience. This research is similar to previous work that shows that the implementation of Public Service Malls in several regions in Indonesia has led to changes in the management of services (Ristiani, 2020) and improvements to the licensing bureaucracy (Sanopaka et al., 2019)... In addition, the implementation of

Public Service Malls also leads to improved quality of public services (Ramadani et al., 2020) faster than normal (Gofur, 2019), services are more innovative (Handayani, 2020; Lestari et al., 2020) and service recipients are more satisfied (Alvionita et al., 2020; Pasaribu, 2021; Triyanda, 2020; Wibowo, 2018).

However, some studies still prioritize a qualitative method, are limited to one study area/track, or there is no more comprehensive national study of the extent to which the formation of Public Service Malls so far improved the quality of public services in Indonesia, as well as whether there are differences in the quality of public services. Between regencies/city local governments that have a Public Service Malls and regencies/city governments that do not yet have a Public Service Malls there is a difference in the level of decision-making power that they have. Therefore, this study quantitatively investigated what the Public Service Malls formed by the regencies/city government is capable of, for the improvement of public services in the area. The hypothesis used is as follows:  $H_0$ : The quality of regional public services that have Public Service Malls is the same or lower than that of regions that do not have Public Service Malls, and  $H_1$ : The quality of regional public services that have Public Service Malls is higher than regions that do not have Public Service Malls. This research contributes to providing empirical study evidence that the implementation of the Public Service Malls formation policy is an innovative strategy to prove the quality of public services in Indonesia and what aspects affect it.

## A. METHOD

The descriptive quantitative research method was implemented to compare the quality of public services in areas that already have Public Service Malls and areas that do not yet have Public Service Malls. The Public Service Index are used to assess the quality of public services. This data is secondary data from the Ministry of State Apparatus Utilization and Bureaucratic Reform. The Deputy for Public Services have produced the Regency/City Regional Government Public Service Index in 2020.

There are 221 regions where public service evaluation took place based on the Decree of the Ministry of State Apparatus Utilization and Bureaucratic Reform No. 188 of 2020 concerning the Determination of Provincial, City, and Public Service Provider Units as the Locus of Evaluation of Public Services in 2020. Table 1 displays these regions.

**Table 1 Public Service Index by Region, 2020**

Regency/City	PSI	Regency/City	PSI	Regency/City	PSI
Banda Aceh City	4,28	Gianyar Regency	3,68	Boyolali Regency	4,1
Aceh Tengah Regency	3,93	Klungkung Regency	3,61	Brebes Regency	3,88
Aceh Barat Regency	3,36	Tabanan Regency	3,59	Magelang Regency	3,72
Langsa City	3,64	Denpasar City	4,33	Klaten Regency	3,78
Sabang City	2,98	Ngawi Regency	3,83	Yogyakarta City	4,4
Aceh Singkil Regency	2,89	Malang Regency	4,07	Kulonprogo Regency	4,4
Aceh Besar Regency	3,45	Tulungagung Regency	3,92	Sleman Regency	4,53
Medan City	3,83	Madiun City	4,09	Bantul Regency	4,54
Tanjungbalai City	2,56	Surabaya City	3,98	Minahasa Regency	2,63
Binjai City	2,54	Trenggalek Regency	3,8	Mobagu City	4,07
Pematang Siantar City	3,06	Blitar City	3,79	Manado City	3,76
Samosir Regency	2,81	Mojokerto City	4,15	Bitung City	3,84
Labuhan Batu Regency	2,51	Batu City	3,36	Minahasa Selatan Regency	2,6
Deli Serdang Regency	3,92	Sidoarjo Regency	4,27	Minahasa Utara Regency	3,4
Toba Samosir Regency	2,71	Bondowoso Regency	3,19	Tomohon City	4,03
Padang City	3,57	Malang City	4,04	Gorontalo City	4,11
Payakumbuh City	4,24	Banyuwangi Regency	4,3	Gorontalo Regency	3,7
Solok City	3,95	Probolinggo Regency	4,13	Gorontalo Utara Regency	3,86
Padang Panjang City	3,93	Pasuruan City	3,48	Bone Bolango Regency	4,12

Solok Regency	3,69	Jombang Regency	3,59	Banggai Regency	3,89
Padang Pariaman Regency	4,51	Administrasi Jakarta Selatan City	3,91	Mamuju Regency	3,34
Pekanbaru City	4,59	Bandar Lampung City	4,06	Sinjai Regency	3,55
Kampar Regency	3,26	Metro City	4,13	Pinrang Regency	4,03
Siak Regency	3,26	Tenggamus Regency	3,23	Gowa Regency	3,91
Indragiri Hulu Regency	3,06	Lampung Selatan Regency	3,85	Palopo City	3,62
Indragiri Hilir Regency	3,24	Tulang Bawang Regency	3,94	Pare-pare City	4,09
Rokan Hulu Regency	3,3	Bulungan Regency	3,45	Pangkajene Kepulauan Regency	3,5
Pelalawan Regency	2,8	Murung Raya Regency	2,79	Barru Regency	3,27
Dumai City	2,56	Palangkaraya City	3,3	Bantaeng Regency	3,37
Batam City	3,69	Kapuas Regency	3,76	Kendari City	3,91
Tanjungpinang City Regency	3,73	Waringin Barat Regency	3,58	Wakatobi Regency	3,21
Bintan Regency	3,58	Pulang Pisau Regency	2,99	Konawe Regency	2,37
Karimun Regency	3,72	Seruyan Regency	3,69	Ambon City	3,06
Natuna Regency	3,36	Kubu Raya Regency	3,41	Tual City	2,98
Bengkulu City	3,8	Landak Regency	3,55	Buru Regency	2,86
Rejang Lebong Regency	3,49	Mampawah Regency	2,92	Ternate City	3,84
Bengkulu Selatan Regency	3,61	Sambas Regency	3,75	Halmahera Utara Regency	3,91
Kaur Regency	3,15	Bengkayang Regency	2,82	Jayapura City	3,93
Jambi City	3,98	Ketapang Regency	3,16	Jayapura Regency	2,95
Sungaipeh City	2,52	Sanggau Regency	3,91	Merauke Regency	2,93
Batanghari City	3,12	Sintang Regency	3,45	Sorong City	2,3
Sarolangun Regency	3,09	Singawang City	3,65	Sorong Regency	2,9
Kerinci Regency	2,54	Pontianak City	3,67	Manokwari Regency	2,68
Merangin Regency	3,43	Samarinda City	4,17		
Palembang City	4,28	Balikpapan City	4,37	Asahan Regency	3,47
Musi Banyuasin Regency	4,18	Penajam Paser Utara Regency	3,4	Tebing Tinggi City	4,34
Banyuasin Regency	4,52	Bontang City Regency	3,91	Tanah Datar Regency	3,89
Muara Enim Regency	3,48	Kutai Kartanegara Regency	4,09	Lubuklinggau City	3,84
Ogan Komering Ulu Regency	3,64	Banjarmasin City	4,47	Pandeglang Regency	4,11
Prabumulih City	3,7	Banjarbaru City	3,96	Bandung City	4,57
Pangkalpinang City	3,38	Tapin Regency	3,65	Bandung Regency	3,86
Bangka Tengah Regency	4,22	Hulu Sungai Selatan Regency	4	Bekasi Regency	3,7
Bangka Regency	3,85	Tanah Laut Regency	3,55	Tasikmalaya City	3,63
Bangka Selatan Regency	3,06	Baru Regency	3,01	Madiun Regency	3,69
Serang City	2,55	Manggarai Timur Regency	2,83	Tuban Regency	3,41
Tangerang City	4,31	Manggarai Regency	1,98	Lamongan Regency	3,7
Tangerang Selatan City	3,87	Kupang City	2,43	Bojonegoro Regency	3,68
Tangerang Regency	3,85	Nagekeo Regency	1,83	Gresik Regency	3,84
Lebak Regency	3,16	Manggarai Barat Regency	2,7	Pasuruan Regency	3,87
Serang Regency	2,97	Mataram City	3,81	Magetan Regency	4,15
Cilegon City	3,62	Bima City	3,69	Tarakan City	3,26
Sukabumi City	4,15	Banjarnegara Regency	3,79	Tabalong Regency	4,02
Cimahi City	3,92	Banyumas Regency	4,36	Banjar Regency	3,67
Bekasi City	4	Grobogan Regency	4,11	Jepara Regency	4,04

Bogor Regency	3,8	Kendal Regency	3,98	Kudus Regency	4,02
Garut Regency	3,94	Pekalongan Regency	3,95	Surakarta City	4,35
Bogor City	4,38	Purbalingga Regency	4,27	Cilacap Regency	4,56
Sukabumi Regency	3,93	Semarang Regency	4,3	Salatiga City	4,25
Karawang Regency	3,64	Temanggung Regency	3,99	Gunung Kidul Regency	4,59
Tasikmalaya Regency	3,67	Wonogiri Regency	4,43	Polewali Mandar Regency	3,5
Bandung Barat Regency	3,91	Magelang City	4,2	Bulukumba Regency	3,17
Cirebon Regency	3,29	Semarang City	4,46	Wajo Regency	2,87
Karangasem Regency	3,39	Tegal City	4,18	Makassar City	4,05
Badung Regency	4,63	Pekalongan City	4,02	Maros Regency	4,12

Sources: processed (Kementerian PAN & RB, 2020)

PSI: Public Service Index.

Table 1 shows that while 191 regions do not yet have Public Service Malls, 30 regions have, as can be shown. A new test analysis utilizing the Mann-Whitney Test was conducted to see whether the quality of public services in regions with Public Service Malls are substantially different from regions without Public Service Malls (Sugiyono, 2011). The following test hypothesis is recruited:

- $H_0$  : The quality of public services performed by regions that already have Public Service Malls is the same or lower than regions that do not yet have Public Service Malls
- $H_1$  : The quality of public services performed by regions that already have Public Service Malls is higher than regions that do not yet have Public Service Malls

The SPSS version 23 program was used for the data testing process. If the P-value is greater than  $\alpha$ , the hypothesis is rejected. If the P-value is greater than  $\alpha$ , the hypothesis is accepted. The significance level employed is 5% (Sugiyono, 2011).

## B. RESEARCH FINDINGS AND DISCUSSION

### The Public Service Malls Policy and Practice

The Public Service Malls policy carried out by the Indonesian government is one form of innovative public service solutions today. The Public Service Malls policy emphasizes the importance of improving service quality, efficiency, and user experience. The policy for implementing the Public Service Malls was initially regulated through the Regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of the Public Service Malls. However, the policy was revoked and declared invalid since the stipulation of the Regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform Number 92 of 2021 concerning Technical Guidelines for the Implementation of Public Service Malls. This regulation was prepared as a follow-up to the implementation of Presidential Regulation Number 89 of 2021 concerning the Implementation of Public Service Malls.

With the policy change, the term Public Service Malls is significantly different. In the Regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform Number 23, 2017, Public Service Malls is defined as the place where the actions or activities, the provision of public services for goods, services, and/or administrative services are performed, which is an extension of the function of integrated services to both Central and Regional, as well as the services of the State Untcompanies (BUMN)/ Regional enterprises (BUMD)/private to offer fast, easy, affordable, safe and comfortable services. However, in Presidential Regulation Number 89 of 2021 and the Regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform Number 92 of 2021 Public Service Malls is the integration of public services provided by ministries, institutions, provincial and regencies/city governments, BUMN, BUMD, and the private sector in an integrated manner in one place as efforts to improve the speed, convenience, reach, convenience, and security of services.

This change in definition can be interpreted as an effort from the government to make Public Service Malls not only a place for providing public services from every service provider organization, both K/L/D/private in an integrated manner, but also a stronger emphasis on integrating public services organized by each service provider organization, either K/L/D/private /L/D/private

integrated into one place. In addition, the implementation of Public Service Malls aims to improve the quality of public services by increasing the speed, convenience, reach, convenience, and security of services, increasing competitiveness, and providing ease of doing business. Furthermore, the implementation of Public Service Malls is carried out by the regencies/city government through the Office of Investment and One-Stop Integrated Services (DPMPTSP) which has the task of coordinating the implementation of services and providing facilities at Service Outlets.

Since 2017, the Public Service Malls has been seen as a policy direction for the transformation of public services. The Public Service Malls has benefited from recent government regulations concerning the 2020-2024 National Medium-Term Development Plan (RPJMN) and Presidential Regulation Number 89 of 2021 concerning the Implementation of the Public Service Malls. The number of Public Service Malls regions in Indonesia has increased from 2017 to 2020, with more services being provided by integrated agencies each year. Figure 1 shows this trend. There were 34 Public Service Malls in Indonesia until December 22, 2020 (Kementerian PAN & RB, 2021).

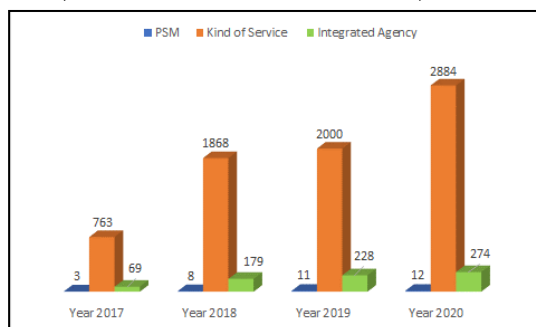


Figure1. Development of the number of Public Service Malls in 2017-2020  
Source: (Kementerian PAN & RB, 2021).

### Comparison of The Quality of Public Services to Regional Governments of City Regency that have Public Service Malls and do not have Public Service Malls

The quality of public services is categorized into seven groups, namely excellent (A) with a Public Service Index value of 4.51 – 5.00, very good (A-) with a Public Service Index value of 4.01 – 4.50, good (B) with a Public Service Index value of 3.51 – 4.00, good with a note (B-) with a Public Service Index value of 3.01 – 3.50, sufficient (C) with a Public Service Index value of 2.51 – 3.00, sufficient with a note (C-) with a Public Service Index value of 2.01 – 2.50, coaching priority (D) with a Public Service Index value below 2.00. The number of regencies/cities that fall into each category of public service is shown in Table 2.

Table 2. The Number Of City Regencies By Quality Of Public Services

Categorized of Quality	Total	Have Public Service Malls	Do Not Have Public Service Malls
Excellent (A)	7	3	4
Very good (A-)	54	11	43
Good (B)	85	10	75
Good with a note (B-)	42	5	37
Sufficient (C)	28	1	27
Sufficient with a note (C-)	3	0	3
Coaching priority (D)	2	0	2

Sources: processed data (Kementerian PAN & RB, 2021).

The percentage of regencies/cities that already have Public Service Malls (Figure 4) with the category of Excellent Service is higher than that of regencies/cities that do not yet have Public Service Malls. The regencies/cities that already have Public Service Malls with this category are Bandung City, Cilacap Regency, and Gunung Kidul Regency.

Likewise with the Very Good category. The percentage of regencies/cities that already have a Public Service Malls in the Very Good category (Figure 4) is higher than that of regencies/cities that do

not yet have a Public Service Malls. The regencies/cities that already have Public Service Malls in this category are Tebing Tinggi City, Pandeglang Regency, Magetan Regency, Tabalong Regency, Jepara Regency, Kudus Regency, Surakarta City, Salatiga City, Makassar City, and Maros Regency.

For the Good category, the percentage of regencies/cities that already have a Public Service Malls (Graph 2) is less than that of regencies/cities that do not yet have a Public Service Malls. The regencies and cities that already have Public Service Malls in this category are Tanah Datar Regency, Lubuklinggau City, Bandung Regency, Bekasi Regency, Tasikmalaya City, Madiun Regency, Lamongan Regency, Bojonegoro Regency, Gresik Regency, Pasuruan Regency, Banjar Regency.

For the Good category with notes, the percentage of regencies/cities that already have Public Service Malls (Graph 2) is also less than that of regencies/cities that do not yet have Public Service Malls. The regencies/cities that already have Public Service Malls in this category are Asahan Regency, Tuban Regency, Tarakan City, Polewali Mandar Regency, and Bulukumba Regency.

For the Sufficient category, the percentage of regencies/cities that already have a Public Service Malls (Figure 2) is also less than that of regencies/cities that do not yet have a Public Service Malls. The only regency/city area that has Public Service Malls with this category is Wajo Regency. Meanwhile, for the Enough with Notes category and the Coaching Priority category, none of the regencies cities already have a Public Service Malls.

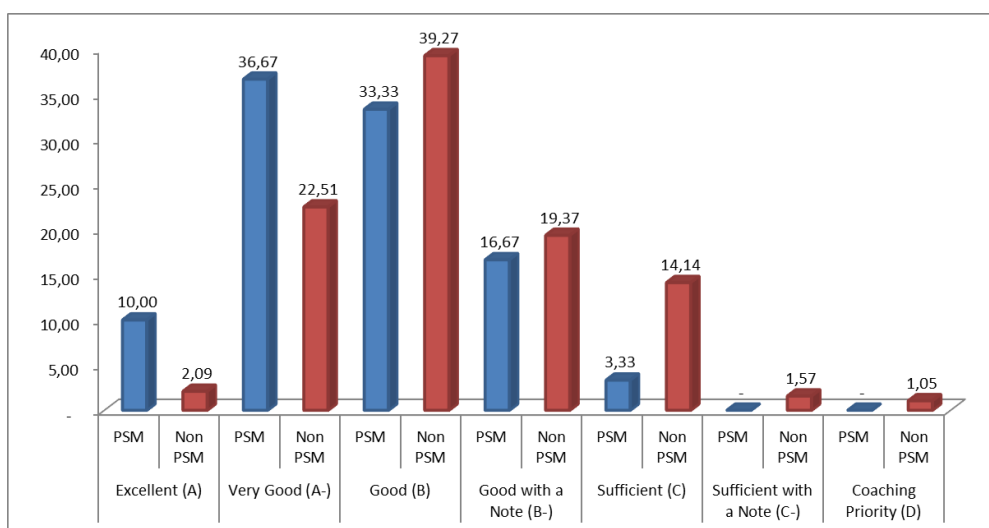


Figure 2 Percentage of Regencies/City Areas by Category of Public Service Quality

Sources: processed data (Kementerian PAN & RB, 2021).

Furthermore, the average Public Service Index for the group of regencies/cities that already have a Public Service Malls is compared to the group of regencies/cities that do not yet have a Public Service Malls.

**Table 3. Comparison of Average Public Service Index Regencies/Cities that Have Any Public Service Malls and that Do Not Have Public Service Malls**

The Group of Regencies/Cities	Mean	Stdev
Have Public Service Malls	3,8853	0,41494
Do Not Have Public Service Malls	3,6137	0,55795
Mean Difference	0.25903	

Source: Processed Data

The results of the comparison (Table III) show that the average Public Service Index value for the group of regencies/cities that already have a Public Service Malls is greater than the group of regencies/cities that do not yet have a Public Service Malls. The average difference between the two regional groups is 0.25903. Next, the normalized test and the Mann-Whitney test will be performed on the two groups of regions to see if the difference is statistically significant

**Table 4. The Normality Test of Public Service Malls**

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statis-tic	df	Sig.	Statis-tic	df	Sig.
Regencies/ cities that already have a Public Service Malls	.078	30	.200	.980	30	.814
Regencies/ cities that already not yet have a Public Service Malls	.088	191	.001	.965	191	.000

Lilliefors Significance Correction

Source: Processed Data

The results of the normality test (Table IV) show that the p-value (Sig.) of Kolmogorov-Smirnov and Shapiro-Wilk is greater than  $\alpha$  0.05 for areas that already have the Public Service Malls of 0.200 and 0.814, respectively. It is mean, The Public Service Index value for the regional group that already has the Public Service Malls is from a population that is normally distributed. Meanwhile, the p-value (sig) of Kolmogorov-Smirnov and Shapiro-Wilk for the Public Service Index value of the group of regions that do not yet have a Public Service Malls is much smaller than the value of 0.05, namely 0.001 and 0.000. This shows that the Public Service Index value of the regional group, the not-yet, the Public Service Malls -not from a normally distributed population.

**Table 5. The Mann Whitney Test**

Group	N	Mean Rank	Sum of Ranks
Regencies/cities that already have a Public Service Malls	30	134.98	4049,50
Regencies/cities that already not yet have a Public Service Malls	191	107.23	20481.50
Total	221		

**Table 6. Test Statistics**

	Public Service Index
Mann-Whitney U	2145.500
Wilcoxon W	20481.500
Z	-2.210
Asymp. Sig. (2-tailed)	.027

Grouping Variable: Grup

Source: Processed Data

The results of the Mann-Whitney test (Table IV) obtained a Z value of -2.210 with a p-value of 0.027 (2-tailed). To prove the hypothesis that the quality of public services for the regional group that already has the Public Service Malls is significantly higher than the regional group that does not yet have the Public Service Malls, the test conducted on the right-hand side test and the p-value is 0.0135 (= 0.027/2). Thus, it can be stated that the regional group that already has the Public Service Malls is proven to have a significantly higher quality of public services than the regions that do not have the Public Service Malls. This shows that the existence of Public Service Malls has succeeded in improving the quality of public services in the regions. This is also in line with the objectives to be achieved from the Public Service Malls development.

Overall, the research results are in line with the objectives of the establishment of the Public Service Malls, namely to provide convenience, speed, affordability, security, and convenience to the community in obtaining services. The research findings support the previous studies which state that the formation of Public Service Malls in an area is considered to be able to improve the quality of public services to the community (Ramadani et al., 2020b), faster service (Gofur, 2019), ; and community service

recipients are more satisfied (Wibowo, 2018b)(Triyanda, 2020b)(Pasaribu, 2021b)(Alvionita et al., 2020b).

### The Most Influential Aspects to Improving The Quality of Public Services

The data analysis was continued with regression testing to find out the most influential six aspects (Service policy, HR professionalism, facilities and infrastructure, SPSP, consultation and complaint, and Innovation) in improving the quality of public services organized by the regencies/city governments that have Public Service Malls.

**Table 7. The Regression Test Results Of Public Service Quality Aspects**

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	.006	.004		1.270	.217
The aspect of service policy	.300	.002	.290	145.167	.000
The aspect of human resources professionalism	.180	.001	.218	146.895	.000
The aspects of Facilities and Infrastructure	.149	.002	.144	94.476	.000
The aspects of Public Service Information Systems	.151	.002	.184	82.921	.000
The aspects of Consultation and Complaints	.149	.001	.211	121.567	.000
The aspects of innovation	.069	.001	.115	108.049	.000

a. Dependent Variable: PSI

Source: Processed Data

The results of the regression test show that the six aspects of the assessment of the quality of public services significantly ( $\alpha=0,05$ ) affect the PSI value. The aspect that most influences the quality of service is the aspect of service policy (Coefficient value 0.300). Meanwhile, the least affecting the quality of service is the aspect of innovation (Coefficient value 0.069).

The aspect of service policy is related to the vision, mission, commitment, intention, and organizational behavior which are institutionalized in the form of rules, mechanisms, or processes that are carried out by the organization as an effort to achieve certain service quality by the objectives of providing public services. This aspect includes service standards; service notices; and community satisfaction surveys. This finding supports previous research which states that the policy aspect is one of the most relevant dimensions in the provision of public services . In addition, this finding is also in line with the policy objectives of the establishment of the Public Service Malls and previous research that the integration of public services organized by the regencies/city government in an integrated manner in one place has resulted in changes to the management (structure and procedures) of services (Ristiani, 2020) and improvements to the licensing bureaucracy (Sanopaka et al., 2019) so that the quality of public services is further improved.

Based on these findings, to improve the quality of public services in Indonesia broadly and comprehensively, the formula of several strategies for implementing Public Service Malls policies, namely (1) expanding the formation of Public Service Malls in all regencies/cities in Indonesia; and (2) increasing innovation in public service delivery through the development of mobile government; innovate from the experience of ordinary citizens; innovation in public procurement; collective learning

and intelligence; public service innovation; engagement and participation; and community involvement in the development of service (Lopes et al., 2017).

## C. CONCLUSION AND RECOMMENDATION

### Conclusion

The results of the study show that regencies/city governments in Indonesia that already have a Public Service Malls have a significantly higher quality of public services than regencies/city governments that do not yet have one. The aspect of service policy is the aspect that most influences the quality of public services. Meanwhile, improving the quality of public services in Indonesia can be done through the expansion of the formation and innovation of Public Service Malls services in all regencies/cities.

### Recommendation

This research has limitations, namely, it is still limited to quantitative studies so in the future it is necessary to carry out further qualitative research or mixed methods to explore in more depth the impact of the formation of the Public Service Malls on the quality of public services, increasing competitiveness and ease of doing business in Indonesia as the objectives of the Public Service Malls policy.

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