

PUBLIC SERVICE MALL INNOVATION IN BANDA ACEH CITY

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ABSTRACT – Public service in an absolute obligation of the government in an effort to fulfill excellent services to the public. The purpose of this research is to analyze the service developed in rhythm with the reform of government bureaucracy from traditional to innovative. One form of services developed by the Banda Aceh city government is the innovation of the Public Service Mall. Public Service Mall is a form of response to the public needs to facilitate access for the wider public related to service administration which previously was difficult to access. This research employs qualitative approach with data coming from observations, in depth interviews, and documentations. This research shows that Public Service Mall has carried out a form of service innovation in accordance with the PERMENPAN-RB Number 30 of 2014 where innovations is in form of service quality, transparency, ease of access, speed, appropriateness, fairness, and participation. This research find that in the context of modern-based service, excellent service can increase public trust in the government's performance.

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INTRODUCTION

Public service is essentially the fulfillment of the rights to the basic needs of the state to its people. In public services, the government is expected to provide the best service for the community, so that the community's demands for quality public services such as services with clear procedures, fast, and uncomplicated can run well and sustainably. This demand continues to grow in accordance with the awareness that citizens have the right to get good service from the government. Good service is a strategic policy issue because public services are very influential in improving public trust in the government (Puspitasari, 2016; Atmojo, 2018). Improving the quality of public services to enhance organizational performance can be achieved through government leadership with a new paradigm with innovative principles (Winarti, 2021). Various forms of public service innovation have been introduced with the concept of e-government at the Public Service Mall, hereinafter referred to as MPP. MPP is a place for activities as it provides goods, services, and/or administrative services to the public which is an extension of the function of integrated services both centrally and regionally, as well as services for state-owned enterprises/regional-owned enterprises/private. This is in order to provide fast, easy, affordable, safe, and comfortable services. In accordance with the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 23 of 2017 concerning the Implementation of MPP is carried out with the following principles: a. cohesiveness; b. useful; c. coordination; d. accountability; e. accessibility; and f. convenience. Based on the implementation of e-government as the basis for public service innovation organized by the government of the Republic of Indonesia, it aims to create relationships between elements in a country online, not inline (Farida & Lestari, 2021). Regional innovation should (1) contain a renewal of all or part of the element of innovation, (2) provide benefits to the regions or the community, (3) does not result in imposition or restriction on the community that is not in accordance with the provisions of the legislation, (4) constitutes government affairs which are the authority of the region, and (5) can be replicated (Wiryanto, 2020).

In Indonesia, various regions have organized MPP. One of them is the city of Banda Aceh. With the smart, cheerful, and excellent service, MPP is present in Banda Aceh City as a place for all people to get public services. The MPP centered on the new Aceh market building on the 3rd floor, Jalan Diponegoro, Kampung Baru Village, Baiturrahman District, Banda Aceh City, is one form of public service to make it easier for the community to fulfill various forms of excellent service (KEMENPAN, 2003). The presence of MPP in the middle of the city center and near the religious tourist attractions of Mesid Raya Baiturrahman and Aceh Market cause some problems such as parking lots, good access for all people including people with disabilities, parents, pregnant women, and other vulnerable communities. Assistant Deputy for Coordination of Policy Implementation and Evaluation of Public Service Region II Ministry of Administrative Reform and Bureaucratic Reform (KEMENPANRB) explained that services at the Banda Aceh City MPP are optimal, namely so that traffic flow around or to MPP can be addressed so that there is no congestion and easier to park. The 4th floor of the MPP can be filled with a Convenience Snack Center (pujasera) or food court to provide comfort according to the principles of MPP implementation (DPMPSTSP Banda Aceh, 2020).

Innovation is usually closely related to an environment that is characterized, dynamic, and developing, where the meaning of innovation itself is very diverse according to perspectives. Meanwhile, according to Rogers (2003), one of

the authors of the leading innovation book, which explains that innovation is an idea, practice, or object that is considered new by an individual from one adoption unit to another. As for understanding from other sources, Mirnasari (2013) claimed that innovation in public services can be interpreted as achievements in achieving and improving the effectiveness, efficiency, and accountability of public services generated by new approaches, methodologies, and/or tools initiatives in service delivery. According to Utomo (2014), innovation is not just whether there is benefit from initiation, it must be able to initiate change and provide solutions to problems and have compatibility with systems that exist outside of itself and must be sustainable and replicable.

Efforts to create good governance can only be made if there is a balance between the roles of private and community governance. In connection with the concept of good governance, the society is allowed to express their interests in service management, and the government or service providers must make the public interest as their main objective in service delivery (Iqbal & Angraini, 2019). This can't be separated from the dynamics of public sector organizations that require innovation in the form of implementation of new technologies, new methods to improve the quality of the services especially by improving the services offered by the government servants (Hakim et. al, 2019).

This research aims to analyze the innovation of MPP in Banda Aceh City. Through PERMENPANRB No. 30 of 2014 on the guidelines for Public Service Innovation, the Banda Aceh City MPP innovation will be viewed in terms of its quality, transparency, accountability, ease of access, speed, properness, fairness, and participation. Good governance displayed accountability, transparency, authority and responsibility structure, and clear decision-making within the public sector settings (Juiz, Guerrero & Lera, 2014). The public service mall in Banda Aceh offered various services, however, this research specifically looks at the services offered by the Department of Population and Civil Registration (DISDUKCAPIL) and the Office of Investment and One-Stop Integrated Services (DPMPTSP). The services offered by both departments are very important to the citizen and ease the process of getting the licensing and non-licensing services. There is a need to make sure the public service delivers on its mandate to avail citizens, at least the basics of what it takes to live a decent life. Due to this, emphasis should be placed on making certain the public sector administrative system is free of political manipulation – this means that public administrators should be allowed to devote time and energy in steering the vehicle of supporting decent economic wellbeing-this can be done through effective utilization of staff expertise in the civil service to deliver essential services in the best interest of citizens, and likewise to the private sector community (Jackson, 2020).

METHODOLOGY

Qualitative data analysis is a tracing model for general statements about the relationship between various categories of data to build a conceptual understanding of social reality based on empirical findings. Through qualitative research methods sourced from primary and secondary data, this study is directed to observe and analyze public service policies with the development of the MPP in the city of Banda Aceh. Data collection was carried out involving observation. In-depth interviews were carried out with several key informants involved in the planning and innovation of public services. Phenomenological-based research from government policies to its citizens is interesting for an in-depth study. The validity of the data is tested by data triangulation. This is done to reduce the possibility of misinterpretation. Stake (2000) claimed that triangulation is the process of using multiple perceptions in clarifying the meaning and verifying the repetition of interpretation observations. In this study, triangulation is done by clarifying or comparing data and information from different sources of information and data collection.

In-depth interviews were conducted by interviewing officers at MPP, namely Secretary 1 who provides information about what services and service SOPs at MPP, then 1 staff at MPMTSP Banda Aceh City who understands what types, times, and mechanisms of service are available at DPMTSP, and another staff of DISDUKCAPIL Banda Aceh City who understands the types, times, and mechanisms of service available at DISDUKCAPIL. There are also 8 community service recipients for researchers to get information about the suitability of services and the presence of MPP whether it is true that service innovations help the people of Banda Aceh City. In addition to interviews, researchers also made observations when administering services at MPP Banda Aceh City by observing directly the service process at BPJS stands or others related to making it easier for people to get services.

RESULTS

Public Service Mall of Banda Aceh City

The establishment of the MPP as a form of public anxiety regarding service access has not been optimal. It can be observed how the services provided in several district/city government agencies are still partial. This means that the services provided are traditional and still limited to some services needed by the wider community. So, it is natural that people still often complain about the service model that has not been able to be carried out in a modern way to accelerate the needs of public services with modern facilities and infrastructure. The Banda Aceh City MPP provides various types of services that are equipped with counters that will serve the people. MPP aims to combine various types of services to make it easier for the community to access various types of needs in one place. The facilities available at MPP Banda Aceh City are:

1. *Lactation Room*
The Banda Aceh City MPP provides banking facilities to make it easier for the public to complete the payment process be it for paying levies, taxes, or just doing other banking transactions. There are several banks in the MPP namely Bank Aceh, BNI Syariah, BRI, and Mahirah Mualah.
2. *Cafeteria*
Banda Aceh City MPP provides cafeteria facilities for visitors and this facility is expected to eliminate boredom when waiting for service queues at MPP Banda Aceh City.
3. *Information Center*
Information service is an information service center for MPP visitors.
4. *Aisle*
The MPP provides aisle facilities for visitors where this facility is used for prospective brides who will hold a wedding reception at MPP's marriage hall.
5. *Reading Corner*
The MPP provides a library and its facilities for visitors and this facility is expected to eliminate boredom when waiting for service queues.
6. *Self Service*
The MPP provides self-service facilities where people can use the provided computer equipment to access or apply for permits online.
7. *Mushalla*
The MPP provides prayer room facilities where people can use the prayer room as a place of worship.
8. *Playground for children*
Facilities for the community especially those who invite small children when taking care of administration or other services to be able to take advantage of the playroom while waiting for services. In addition to the main function as community facilities, children's playroom also functions as a supporter of child-friendly city programs where one of the important points is children in public service.

There are various institutions that provide services at the Banda Aceh Public Service Mall which consists of:

Table 1. Types of Service at Banda Aceh City Public Service Mall

No	Institution	Types of service
1.	DPM - PTSP Kota Banda Aceh	IMB service, Si Cantik cloud service, OSS helpdesk, OSS self-service, LKPM self-service, information and complaint services.
2.	BPKK	Property tax (PBB), NPWPD, information, and complaints
3.	BAITUL MALL	ZIS, information and complaints
4.	BANK ACEH	Opening accounts, deposits and withdrawals, PKB payments, credit and wifi payments, college payments (UIN & UNSIYAH), local government revenue payments, state revenue payments.
5.	BANK BRI SYARIAH	Account opening services, deposit and withdrawal services, receive ticket payments, PLN, PDAM, information and complaint services.
6.	DPUPR	Land registration information, land and property value information, limit return registration, land touch application information, check plots/plottings.
7.	DISDUKCAPIL	Family card service (KK), electronic-KTP and KIA, birth and death certificate services, civil registration certificate services, population data services, child adoption certificate services, identity replacement certificate services, transfer and residence certificate services, services for marriage and divorce certificates/certificates of marriage, deed services for recognition and ratification of children.
8.	DLHK3	Cleaning service, garbage retribution service, desludging service, street lamp installation service, tree trimming service, heavy equipment rental service, garden sari rental service, environmental recommendation service, research internship permit service.
9.	PDAM	Payment of water bills, new installations, damage complaints, information and complaints.
10.	KEMENAG	Hajj services, wedding services, Qibla direction measurement services, waqf services.
11.	KPP Pratama	Online NPWP registration, EFIN activation services, e-billing code generation services, KSWP information services, self-service assistance, information and consulting services.
12.	BPJAMSOSTEK	Registration of new companies, checking arrears of contributions, information and complaints.
13.	BPJS kesehatan	New registration service, card change service, data change service, fax change service, status change service, newborn registration service, non-active card service, child card extension service.

No	Institution	Types of service
14.	KEJAKSAAN NEGERI Banda Aceh	Payment of fines, collection of ticket evidence, free legal consultation.
15.	IMIGRASI Banda Aceh	New passport-making service, replacement of passport service.
16.	DPMPTSP Provinsi Aceh	Licensing and non-licensing services.
17.	Samsat, BPKA, & Jasa Raharja	PKB Payments, annual STNK extensions, SWDKLLJ payments, information and complaints services.
18.	TASPEN	Taspen card service, claim file submission service, participant entitlement estimation service, pension participant authentication, claim service information.
19.	PLN	Requests for new installations, requests for additional power, PLN mobile application services, information and complaints services.
20.	POLRESTA Banda Aceh	SKCK extension services, lost goods report services, information and complaints services.
21.	Badan Pertahanan Nasional	Land registration information service, land and property value information service, limit return registration service, land touch application information service, plot check/plotting service.
22.	LKMS MAHIRAH MUAMALAH	Account opening, deposit and withdrawal, application for financing for micro-enterprises, information and complaints.
23.	POS INDONESIA	Delivery, sales of 3000 & 6000 stamps, accept payments for PLN, PDAM, TELKOM, Credit, Olshop and Multifinance.
24.	ASTTATINDO	Certification of technical personnel, information and complaints.
25.	BNN	Narcotics laboratory services
26.	Pengadilan Negeri Banda Aceh	Legal services
27.	GAPEKSINDO	Making certificates for business entities, information and complaints
28.	KEMENKUMHAM	Copyright, information and complaints
29.	BPOM	Processed food registration service, traditional medicine registration service, cosmetic registration service, 3rd party sample testing service.
30.	Bank Syariah Mandiri	Account opening services, deposit and withdrawal services, information and complaints services.

Source : <https://mpp.bandaacehkota.go.id> (2021)

The service time for MPP in Banda Aceh is in accordance with office hours, five working days a week from Monday to Friday with the following details:

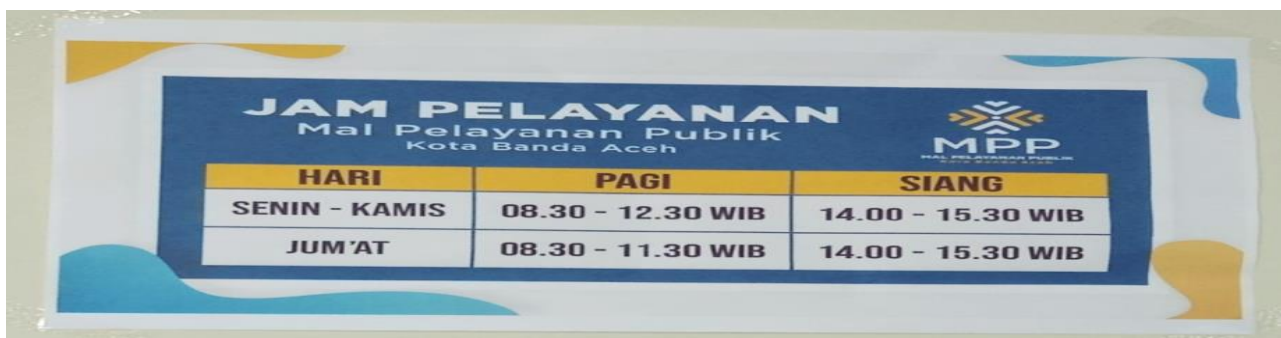


Figure 1: MPP Service Hours for Banda Aceh City

The MPP area in Banda Aceh is a one-stop service or there are various services that can be accessed by the people of Banda Aceh City. It consists of 103 services in 30 agencies that have joined in one building. The focus of this study is on the Banda Aceh City Investment and One-Stop Integrated Service Office and the Banda Aceh City Population and Civil Registration Office because they are the two agencies that are most widely used by the community in obtaining services. Through PERMENPANRB No. 30 of 2014 concerning Guidelines for Public Service Innovation, the MPP innovation at the Banda Aceh City Investment and One-Stop Integrated Service Office and the Banda Aceh City Population and Civil Registration Service will be viewed in terms of its quality, transparency, accountability, ease of access, speed, properness, fairness, and participation.

Quality

Service quality is the ability of an agency to provide the best quality service compared to its competitors, or a benchmark for how good the level of service provided to the community is and in accordance with the expectations or expectations desired by the community. The MPP of Banda Aceh City, especially the DISDUKCAPIL agency has provided quality services because population administration services are needed by the community such as e-KTP, KK, etc. Thus, service innovations should be implemented.

Transparency

Transparency refers to the freedom to obtain information, or an information system developed to enable the public to access various information regarding public services.

Table 2. Recap of the Number of Visitors to MPP Banda Aceh City by Gender in 2021

Month	Visitor		Total
	Male	Female	
January	1.349	1.147	2.496
February	1.455	1.192	2.647
March	2.261	1.888	4.149
April	1.908	1.533	3.441
May	1.386	982	2.368
June	2.251	2.026	4.277
Amount	10.610	8.768	19.378

Source: Consulting Officer at MPP Banda Aceh City (June 2021)

From the table above, the number of visitors to the MPP in Banda Aceh City from January 2021 to June 2021 are 10,610 males and 8,768 females. The total number of visitors is 19,378 who access services at the MPP in Banda Aceh.

Accountability

Accountability concerns every activity carried out to the public or a standard and procedure used by the government to account for its actions to the owner of the mandate or the people. Accountability is the obligation of public officials to report their activities to citizens and the right of the community to take action against public officials in carrying out their duties that do not give satisfaction to the community.

- a. Get input from the community
- b. Know the strengths and weaknesses
- c. Learn all the activities carried out

Ease of Access

The meaning of easy here is that it is easy or affordable for the community to get services at the Banda Aceh City MPP. The ease of public to access these services can increase their interest in continuing to go to the MPP. The location of MPP is also in the center of the hustle and bustle of Banda Aceh, namely the Aceh Main Market and the Baiturahman Grand Mosque which are also tourist sites.

Speed

In providing services, of course, the community wants good service, as the purpose of the establishment of the MPP itself is to provide convenience, speed, affordability, security, and comfort to the community in obtaining services and increase global competitiveness. MPP not only presents the concept of a comfortable, safe, and fast service but also presents professional and accountable service providers so as to improve the performance of the Banda Aceh City Government.

Properness

Properness is appropriateness or worthiness, good or ought. If good service is natural, we praise the act of good service given to the community. *“People feel that the existence of this Public Service Mall is a breakthrough in facilitating excellent service to the community. In addition, this Public Service Mall can also be implemented in various cities/districts in Aceh because with this Public Service Mall it is very easy for the community without the need to go here and there or go from one office to another to take care of their needs”.*

Fairness

Justice is a standard of service in which service providers must ensure that the services provided can reach all people who are different in terms of economic status, geographical location distance, and differences in physical and mental capabilities.

Participation

Participation can be interpreted as an activity to arouse feelings and be included or take part in activities. Therefore, participatory here is the participation of the community or service parties who encourage carrying out the service process.

Service innovation with the existence of MPP under one roof helps make it easier for the community to access services. The form of service innovation certainly contributes to public trust in government performance. Online Single Submission (OSS) is a Business Licensing issued by the OSS Institution for and on behalf of the Minister, Head of Institution, Governor, or Regent/Mayor to Business Actors through an integrated electronic system to simplify and speed up the licensing process. The types of services at the Banda Aceh City Investment and One-Stop Integrated Service Office available in the Banda Aceh City MPP are shown in Table 3.

Table 3. Online Single Submission (OSS) System Licensing

No	Sector	Type of Permit
1	Agriculture	Plantation Business Permit Food Crops Business License Horticulture Business License Livestock Business License Plantation Business Registration Food Crops Business Registration Horticulture Cultivation Business Registration
2	Industrial	Industrial Business License (IUI) Industrial Estate Business Permit Expansion Permits
3	Energy and Resource	Electricity Support Services Business License (IUJPTL) Permit for Utilization of Electric Power Network for Interest Telecommunication, Multimedia and Informatics Electricity Supply Business License (IUPTL)
4	Transportation	Permit for the Implementation of General Therapy Infrastructure License to Operate General Therapy Facilities Special Therapy Operation Permit Permit to Organize the Transportation of People Ferry Port Operation Permit River and Lake Transportation Business License Public Port Permit Sea Transportation Business Permit People's Service Sea Transportation Business Permit (Transport in the waters) Service Business Permit Related to Transportation in Waters
5	Education	Basic Education Establishment Permit Early Childhood Education (PAUD) Establishment Permit Non-Formal Education Establishment Permit
6	Health	Traditional Medicine Small and Micro Business Production Certificate Certificate of Production of Household Companies (PRT) for Medical Devices and PKRT Medical Device Store Permit Permit to Establish a Hospital: Class C Hospital (General and Specialist); Class D Hospital (General); Primary Class D Hospital (General) Hospital Operation Permit: Class C Hospital (General and Specialist); Class D Hospital (General); Primary Class D Hospital (General) Clinic Operation Permit: Primary Clinic (Basic medical services); Main Clinic (Specialist Medical Services or Basic and Specialist Medical Services) Operational Permit for General and Special Clinical Laboratories Pharmacy License Drug Store License Permit for Control of Disease-Carrying Animals and Vectors Home Industry Food Production Certificate
7	Religion	Permit for the Establishment of the Amil Zakat Institution (LAZ)
8	Employment	Business License for Private Employment Placement Institutions Job Training Institute (LPK) Permit
9	Forestry and Environment	Business Permit for Utilization of Silvopastura Area in Production Forest and Protection Forest (IUPK Silvopastura) Business Permit to Utilize Silvo Fishery Areas in Production Forests and Protection Forests (IUPK Silvo Fishery)

No	Sector	Type of Permit
10	Fishery	Business Permit for Utilization of Non-Timber Forest Products (IUPHHBK) in Production Forest
		Timber Forest Product Collection Permit in Production Forest
		Business Permit for Utilization of Environmental Services in Production Forests and Protection Forests
		Statement of Ability to Manage and Monitor the Environment (SPPL)
		Hazardous and Toxic Waste Management Permit (B3 Waste) for Service Business
		Operational Permit for Management of Hazardous and Toxic Waste (B3 Waste for producers)
		Wastewater Disposal Permit
		Fishery Business License (SIUP)
		Reclamation Implementation Permit
		Fishing Vessel Register For Small Fishermen
		Fishing Permit (SIPI)
		Fish Transport Vessel Permit (SIKPI)
		Register for Small Fish Cultivators
		Registration Certificate of Fishery Products processing business (only for micro and small scale businesses)
Salt Business Registration Certificate for Small Salt Farmers		
11	Public Works and Public Housing	Fishing Vessel Book
		Construction Services Business License (IUIK)
		Flood Peil Permit
		Permit for Planning Function and Utilization of Flats
		Permit to Change the Plan of Function and Utilization of Flats
12	Tourism (Tourism Business Registration Certificate (TDUP))	Approval of Statements
		Flat Ownership Certificate (HMRS) on behalf of the developer
		Certificate of Ownership of Flats (HMSRS) on behalf of the Buyer
		TDUP for Museum Management Business
		TDUP Business Sector of Historical and Archaeological Management
		TDUP Business Field of Natural Hot Spring Management
		TDUP Cave Management Business Sector
		TDUP Agro Tourism Business Sector
		TDUP Business Sector of Settlement and Customary Environment Management or Management of Pilgrimage Objects
		TDUP for Tourism Area Business
		TDUP Tourism Road Transport Business Sector
		TDUP Tourism Transportation Business Sector By Train
		TDUP for Domestic Tourism Sea Transportation Business Sector
		TDUP International Sea Transportation Business Sector
		TDUP Business Field Travel Agent
		TDUP Business Field Travel Bureau
		TDUP for Restaurant or Restaurant Business
		TDUP Catering Services Business Sector
		TDUP Business Field of Food Sales Center
		TDUP Bar/Pub Business Sector
		TDUP Cafe Business Sector
		TDUP Hotel Business Sector
		TDUP for Pondok Wisata Business Sector
		TDUP Campground Business Sector
		TDUP for Caravan Stopover Business Sector
		TDUP Villa Business Sector
		TDUP Business Sector Condominium Hotel or Apartment Service
TDUP for Tourism Home Business		
TDUP Business Sector		
TDUP Business Sector Hotel Management Services or Tourism Residential Senior/elderly		
TDUP Art Studio Business Sector		
TDUP for Impresario/Promoter Services Business Sector		

No	Sector	Type of Permit
		TDUP Business Field Art Gallery or Performing Arts Building
		TDUP Billiard House Business Sector
		TDUP Golf Course Business Sector
		TDUP for Swimming Field Business
		TDUP Soccer Field Field
		TDUP Tennis Field Business
		TDUP Special Interest Sports Tourism Business Sector
		TDUP for Nature Adventure Tourism
		TDUP Theme Park Business Sector
		TDUP Recreation Park Business Sector
		TDUP Nightclub/Discotic Business Sector
		TDUP Karaoke Business Bidang
		TDUP Business Field Game Arena
		TDUP Business Sector Orphanage/Massage House
		TDUP Business Field Organizing Meetings, Travel, incentives, Conferences and Exhibitions.
		TDUP Tourism Information Services Business Sector
		TDUP for Tourism Consulting Services
		TDUP for Tour Guide Services
		TDUP Rafting Tourism Business Sector
		TDUP Diving Business Sector
		TDUP for Rowing, Surfing, and Sports Tourism Tirta
		TDUP Fishing Tourism Business Sector
		TDUP for Tourism Pier Business Sector
		TDUP Spa Business Sector
		Etc.
13	Cooperative	Savings and Loan Cooperative Permit
		Permit to Open a Savings and Loan Cooperative Branch Office
		Permit to Open a Savings and Loan Cooperative Sub-Branch Office
		Permit to Open a Savings and Loan Cooperative Cash Office
14	Trade	Trading Business Permit (SIUP)
		a.General Trading Business Field
		b. Supermarket Business Field
		c. Shopping Center Business
		Franchise Registration Certificate (STPW)
		Warehouse Registration Certificate (TDG)
		a. General Trading Business Field
		b. Supermarket Business Field
		c. Shopping Center Business

Source : <https://mpp.bandaacehkota.go.id> (2021)

In addition to the Online Single Submission (OSS) System Licensing service, there is also a Non-Online Single Submission (OSS) Licensing System as shown in Table 4.

Table 4. Online Single Submission (OSS) Non-System Licensing.

No	Type of Permit	Specification
1	Permit to construct a building	-
2	Permit to erect billboard poles	-
3	Advertising License	Billboard advertising Permit Banner Advertising Permit
4	Art and Cultural Activities Permit	-
5	General Practitioner License	-
6	Dental Practice License	-
7	Internship Doctor Practice License	-
8	Medical Practice License Specialist Doctor Education Program (PPDS)	Child PPDS Doctor Practice License PPDS Anesthesiology Doctor Practice License Child Health PPDS Doctor Practice License PPDS Neurology Doctor Practice License Internal Medicine PPDS Doctor Practice License

No	Type of Permit	Specification
9	Specialist Doctor Practice License	PPDS Pulmonology Doctor's Practice License Permit to Practice Doctor Nerve PPDS Doctor's Practice License PPDS ENT-KL Orthodontic Specialist Dentist Practice License License to Practice Dentist Specialist Prosthodontics License to Practice Pediatrician License to Practice Consultant Pediatrician License to Practice Anesthesia Specialist License to Practice Anesthesiology Specialist Doctor License to Practice Surgeon License to Practice Pediatric Surgeon License to Practice Surgeon Consultant Oncology License to Practice Aesthetic Reconstruction Plastic Surgery Specialist License to Practice Dermatology and Venerology Specialist Doctors License to Practice for Fprensik Specialist Doctors Cardiology and Blood Vessel Specialist Practice License Obstetrician Specialist Practice License License to Practice Physical Medicine and Rehabilitation Specialists Permit to Practice Psychiatric Specialist Physician License to Practice Pediatric Health Specialist Dental Conservation Specialist Practice License Permit to Practice Dermatology Specialist Ophthalmologist Practice License License to Practice Doctor of Clinical Microbiology Specialist License to Practice Obstetrics and Gynecology Specialists License to Practice Orthopedic and Traumatology Specialist Doctors License to practice clinical pathology specialist doctor Lung Specialist Practice License License to Practice Anatomical Panatology Specialist License to Practice Internal Medicine Specialist License to Practice Internal Medicine Specialist (Consultation) Practice License for Heart and Blood Vessel Disease Specialists License to practice skin and venereal disease specialist License to Practice Radiology Specialist Permit to Practice Neurologist Permit to Practice Neurology and Acupuncture Specialists Ear Nose and Throat Specialist Practice License License to Practice ENT Specialist ENT-Head and Neck Surgery Urology Specialist Practice License License to Practice Orthopedic and Traumatology Specialist Doctors
10	Work Permit	Nutritionist Work Permit Medical Recorder Work Permit Radiographer Work Permit Optimist Refractionist Work Permit Sanitarian Work Permit

No	Type of Permit	Specification
		Work Permit for Medical Physics Implementation
11	Practice License	License to Practice Acupuncture Therapist License to Practice OkuAl Therapist License to Practice Nurse Anesthesia Dental and Oral Therapist Practice License Blood Transfusion Technician Practice License Medical Laboratory Technology Expert Practice License (ATLM) Health Analyst Assistant Practice License Midwife Practice License Physiotherapist Practice License License to Practice Pharmaceutical Technical Personnel General Nurse Practice License Pharmacist Practice License Electromedical Practice License License to Practice Clinical Psychologist Speech Therapist Practice License
12.	Permit to Establish a Clinic	-
13.	Maternity Hospital Business License	-
14.	Maternity Clinic Business License	-
15.	Medical Center Business License	-
16.	Beauty Clinic Business License	-
17.	Health Center Operational Permit	-
18	Traditional Healthcare License	-
19.	Traditional Physician Registered Letter	-
20.	Dentist's License	-
21.	Optical Operation Permit	-
22.	Veterinary Practice License	-
23.	List of Producer Distributors of Seeds	-
24.	Permit for Utilization of Road-Owned Space (Rumja)	-
25.	Letter of Approval for Operational/Commercial Permit Commitment	Location Permit Water Location Permit Location Permit At Sea Environmental Permit Environmental Management Efforts (UKL) and Environmental Monitoring Efforts (UPL) Environmental Impact Analysis (AMDAL) Functional Eligibility Certificate (SLF)

Source: Consulting Officer at MPP Banda Aceh City (June 2021)

In addition to Online Single Submission (OSS) Licensing and Online Single Submission Non-System Licensing (OSS), there are also non-licensing services as presented in Table 5.

Table 5. Non-Licensed Service.

No	Type of Permit
1	Oil Hoarding Recommendations
2	Complaint Service
3	Information Service

Source: Consulting Officer at MPP Banda Aceh City (June 2021)

The tables above show the Online Single Submission (OSS) System Licensing service, Non-Online Single Submission (OSS) Licensing System, and Types of Non-Licensed service according to the objectives of the Investment Service and One-Stop Integrated Services, namely:

- a. Realizing a service process that is fast, easy, transparent, measurable, and in accordance with established standards.
- b. Providing excellent, accountable, anti-corruption, collusion, and nepotism services.

The Office of Investment and One-Stop Integrated Services carries out services with the following principles: a. Integration; b. Effective, efficient, economical; c. Coordination; d. Accountability and e. Accessibility. As for from January 2021 to April 2021, the services so far are business licensing with an Online Single Submission (OSS) system of 16,692 permits, OSS Non-System Licensing (IMB) of 1,870 permits, and 3,147 OSS Non-System Permits (siCantik Cloud). Permits and Non-Licensing (Recommendation for Hoarding Oil) is as many as 3 non-licensing. Currently, there are as many as 21,712 permits this year. In addition, to support services for people with disabilities, it also provides various facilities such as lifts, wheelchairs, special toilets, and priority service counters. The existence of this MPP can make it easier for the community to obtain various services such as licensing and others.

The integration of the services provided is a form of concern for the relevant agencies within the Banda Aceh city government in providing the services needed by the community. The fulfillment of service needs that have been carried out can indirectly change the image of the wider community from the nature of traditional services to modern services based on the needs. The acceleration and coordination carried out at the MPP make it easier for the public to obtain information and excellent service results on an ongoing basis. The presence of the MPP is one of the principles of good governance carried out by the Banda Aceh city government as an effort to follow up on the vision and mission to provide access to the larger community regarding the administrative system of various services needed in related agencies. Both aspects are related to services and sustainable population services. This principle itself has also been developed in various regions both on a micro and macro scale. The MPP in the city of Banda Aceh has initiated excellent service for the wider community, both at the micro and macro levels so that the need for administrative and information access can be obtained by the public easily and quickly (Yogi, 2008; Iqbal & Anggraini, 2019)

The types of services at the Department of Population and Civil Registration Service of Banda Aceh City at MPP are shown in Table 6.

Table 6. Types of Services for the Department of Population and Civil Registration of Banda Aceh City

No	Types of Service
1.	Family Card (KK)
2.	Electronic ID card (KTP-el) and child identity card
3.	Transfer certificate
4.	The transfer certificate came
5.	Certificate of moving abroad
6.	Certificate of arrival from abroad
7.	Certificate of residence
8.	Birth certificate
9.	Certificate of stillbirth
10.	Certificate of marriage annulment
11.	Certificate of cancellation of divorce
12.	Death certificate
13.	Child adoption certificate
14.	Certificate of release of Indonesian citizenship
15.	Certificate of identity replacement
16.	Certificate of civil registration
17.	Birth certificate
18.	Death certificate
19.	Marriage certificate
20.	Divorce certificate
21.	Child acknowledgment certificate
22.	Child ratification certificate

Source: Consulting Officer at MPP Banda Aceh City (June 2021)

There are 23 types of services available at the Department of Population and Civil Registry Service of Banda Aceh City MPP. The services at DISDUKCAPIL are “half-life” services for the community such as e-KTP and KK which are citizenship identities. The service procedures at the MPP in Banda Aceh City available at the DISDUKCAPIL and DPM-TSP are:

- a. Ask the needs of the community
- b. Provide the required file requirements
- c. Wait for a call by service personnel
- d. Finish service

In the period from December 2020 to June 2021, the number of visitors at MPP Banda Aceh City increased, and from January 2021 to March 2021, the visitors to DPM-TSP sharply doubled from the previous month. There were 940 temporary business actors at service counters such as SAMSAT, BPJS Kesehatan, and DISDUKCAPIL in MPP which

are also very popular with the public. The performance of the three agencies can be seen from the number of visitors served every month which is stable and continues to increase. From a total of 9,292 visitors, 5,065 were male, while 4,227 were female. The service leader at DISDUKCAPIL at the MPP of Banda Aceh City stated, "All population document processing can also be managed at the MPP during office service hours, and all population document processing can be handled here such as making ID cards, KK management, Deeds, birth, and so on. The service time is also in accordance with office service hours, and later in managing population documents at the MPP, there is no need to queue when processing documents so that the service process is faster."

The latest innovation developed by the Department of Population and Civil Registration at the MPP in Banda Aceh City at this time is the addition of an Electronic-KTP printing device. This is to help to improve public services in DISDUKCAPIL in carrying out the installation process of electronic ID printing equipment. This is, of course, done in order to make it easier for the community to process the electronic ID card printing at the DISDUKCAPIL without having to go to the Banda Aceh City Population and Civil Registry Office in Banda Aceh Mayor's office. Previously, services at the MPP only recorded electronic ID cards while the printing was done at DISDUKCAPIL at Banda Aceh City Hall. With the addition of this printing machine, it is hoped that the service can be maximized. It is assumed that the printing of the Electronic-KTP can be completed immediately (10-20 minutes) if there is no problem with the network. The existence of these facilities and infrastructure greatly facilitates and accelerates services for people who take care of legal identities at the MPP which are carried out free of charge. The digital data service at DISDUKCAPIL is the formation of an application, one of which is the Electronic Queue (E-Antre) system. This can make it easier for people to queue up to take care of Electronic-KTP, family cards, birth certificates, and other service needs. People can now also apply to queue online using the available website.

The screenshot shows the website for the Dinas Kependudukan dan Pencatatan Sipil Kota Banda Aceh. The URL is ukcapil.bandaacehkota.go.id. The page features a navigation menu with options like PENGUMUMAN, BERTERBARU, GALERI, LINK, and FAQ. The main content area is titled 'AMBIL NOMOR ANTRIAN' (Take Queue Number) and includes a form for online queueing. The form fields are: NIK, Nama Lengkap, e-Mail (jika ada), Tanggal Antrian, Jam (09:00), and Pelayanan (Kependudukan). A button labeled 'AMBIL NOMOR' is at the bottom of the form.

Figure 2: Taking Queue Numbers Online at DISDUKCAPIL Banda Aceh City

In addition to taking the Queue Number (E-Antrean) online, there is also a section in which people can submit their complaints and suggestions regarding their experience during service at the Population and Civil Registration Service (DISDUKCAPIL) Banda Aceh City.

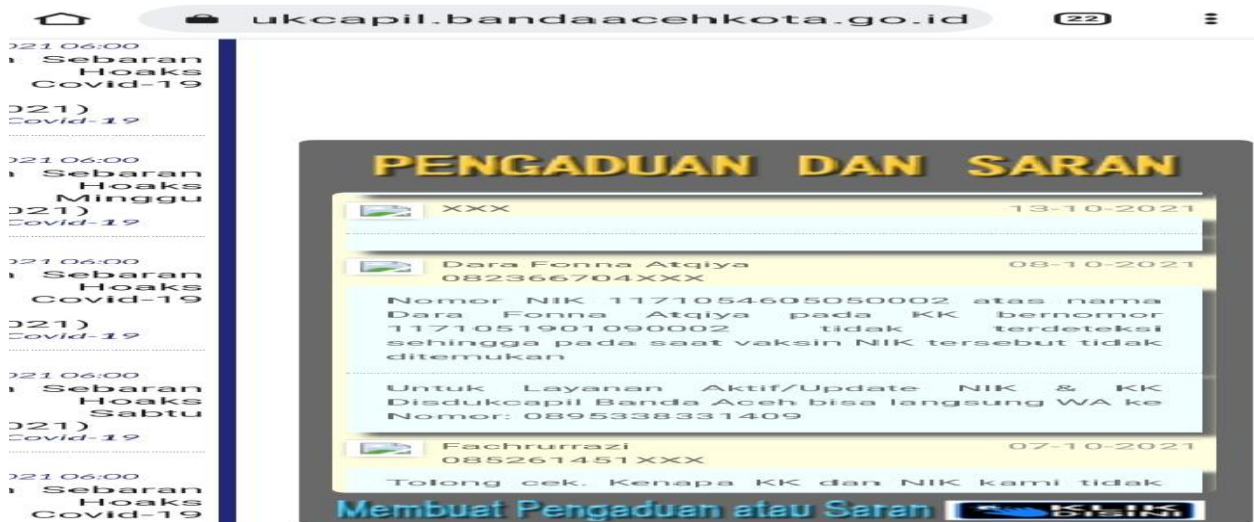


Figure 3: Complaints and Suggestions of DISDUKCAPIL Banda Aceh

CONCLUSION

The services provided in this one building can facilitate service to the community. The layout and design of the location arrangement of each service room at the Public Service Mall are very easy to understand by the public. In this Public Service Mall, there are various kinds of service provided. There are several service provider agencies gathered under one roof and the service products provided are very much in accordance with the needs of the community. The service process is fast and in accordance with a certain time for simple services and the requirements have been completed by service users, therefore officers can provide one-day service. This research has shown the innovation of public services through public service malls (MPP) as a form of modern service that is still difficult to find in several other regions in Indonesia. This means that a service model based on the needs of the wider community and in accordance with the vision and mission of the Banda Aceh city government deserves to be used as a role model in other areas in an effort to realize sustainable good governance in developing cities.

With the existence of MPP in Banda Aceh City, it is very easy for the community to carry out the service process. It is also easy for the community to access services where they do not need to go to different office locations anymore. The service process provided is also simple and the time required by the community is also efficient and free of charge. There is also a massage room in which there is a massage chair to provide comfort and pamper to people who are just waiting to be serviced. In addition to various service counters, other public facilities are also provided such as escalators, clinics, prayer rooms, etc. There are also *mandiri* services, cafeterias, gallery charges, lactation rooms, disabled rooms, children's playrooms, and reading corner rooms. This place also provides a list of people going for umrah and the halls are available for weddings as well.

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CONFLICT OF INTEREST

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