

Public Service Mall as a Solution or New Challenge? Case Study of Public Service Innovation in Sinjai Regency, Indonesia

Megawati¹, Badu Ahmad², Muhammad Rusdi³

^{1,2,3}Department of Public Administration, Faculty of Social and Political Sciences, Hasanuddin University, Makassar, Indonesia

KEYWORDS

Service Efficiency,
Digital
Transformation,
Policy Innovation

ABSTRACT:

Innovation in public services is needed to improve efficiency, transparency, and public satisfaction. This study aims to analyze the implementation of innovation in the Public Service Mall (MPP) of Sinjai Regency, Indonesia, based on five innovation typologies, namely products/services, service processes, service methods, policies, and systems. This study uses a qualitative descriptive approach with data collection techniques through interviews, observations, and documentation studies. The study results indicate that product innovation in MPP Sinjai includes service digitalization, such as mobile applications, technology-based queuing systems, and interactive kiosks, making it easier for the public to access public services while increasing convenience with additional facilities. In terms of process, workflow digitalization has succeeded in increasing efficiency and transparency. In terms of service methods, the one-stop service approach allows the integration of various public services in one location, while electronic applications expand the reach of services. Innovative policies support transparency and inclusivity, ensuring access for vulnerable groups. The success of system innovation is reflected in the integration of services between agencies through digital technology that accelerates workflow and increases public participation. However, interagency coordination and organizational cultural barriers still require further attention. Future research could explore the impact of these innovations on citizen satisfaction, strategies to address the digital divide, and comparative studies with MPPs in other regions to understand best practices and similar challenges

1. Introduction

Public service is one of the main functions of government that aims to meet the needs of the community for goods, services, and administrative services. This function is the basis for the relationship between the government and the community, where the success of public services reflects the performance of the government that is responsive to the needs of its people. Based on Law Number 25 of 2009 concerning Public Services, public services are defined as activities or a series of activities to meet the needs of the community based on laws and regulations. Public service providers include government institutions, corporations, independent institutions, and other legal entities formed for public service activities (Datamora & Malau, 2020).

The context of public services in Indonesia is inseparable from complex challenges that hinder efficiency and transparency. Problems such as convoluted bureaucracy, lack of accessibility, and limited human resources and infrastructure are often obstacles to providing optimal services. Dwiyanto (2021) emphasized that efficient public services can be achieved if the bureaucracy can provide services with light input for the community, both in terms of time and cost. Therefore, the need for innovation is becoming increasingly urgent in efforts to realize quality public services.

In recent years, the Indonesian government has taken strategic steps to improve the quality of public services through innovative policies. One significant policy is the issuance of Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Permen PANRB) Number 23 of 2017 concerning the Implementation of Public Service Malls (MPP). This policy aims to simplify the service process by integrating various types of services in one location, creating a one-stop service concept that is expected to provide convenience, speed, and comfort for the community (Dhanny, 2023).

The Public Service Mall is designed not only to improve service efficiency but also to encourage global competitiveness, especially in supporting investment and ease of doing business in Indonesia. This concept integrates various administrative services, both from government agencies, BUMN, BUMD, and the private sector, into one building. With the MPP, the public can access various services, such as licensing, complaints, and other administrative services, more easily without having to move from location to location (Efendi, 2023).

However, the implementation of this policy does not always run smoothly. Various obstacles, such as lack of supporting infrastructure, limited human resources, and challenges in adopting technology, often become obstacles in its implementation. In Sinjai Regency, for example, these challenges affect public satisfaction

with the services provided. Research by Suhaeman et al., (2022) shows that optimal service requires clear regulatory support, increased human resource capacity, and the use of reliable technology.

Innovation in public services is key to creating services that are responsive to community needs. According to Robbins dan Coulter (2020), innovation is the process of turning creative ideas into useful service methods or products. Innovation in the public sector involves the introduction of new procedures that can improve the efficiency, quality, and accountability of services.

In a study of public services, Muluk (2008) developed a typology of innovation that includes five main categories: (1) Product/Service Innovation: Includes the development or improvement of goods and services that are more relevant to the needs of the community; (2) Service Process Innovation: Focuses on the efficiency of service methods, such as document digitization and procedure simplification; (3) Service Method Innovation: New approaches to interactions between service providers and the community; (4) Policy Innovation: Transformation of vision, mission, and strategy to support service changes; and (5) System Innovation: Changes in governance, including integration of services between agencies and the use of digital technology (Ariyani et al., 2016).

This approach provides a comprehensive analytical framework for evaluating the implementation of innovation in public services, including in the context of the Public Service Mall in Sinjai Regency.

Sinjai Regency is one of the regions that has adopted the Public Service Mall policy as a strategic step in improving the quality of public services. Before the MPP, people in Sinjai Regency had to visit various agencies located separately to obtain administrative services. This condition not only takes time but also costs a lot of money. With the existence of the MPP, various services are now integrated into one location, allowing people to complete administrative matters more efficiently (Efendi, 2023).

The facilities provided by the Sinjai MPP include a technology-based queuing system, a mobile application for accessing digital services, an interactive information center, a children's playroom, a lactation room, and disability-friendly facilities. This innovation is designed to provide comfort and convenience for the community in accessing services. In addition, the MPP also introduces digitalization-based services, such as online complaint submission and electronic document management, which aim to reduce paper use and speed up the service process.

Although the MPP offers various benefits, its implementation in Sinjai Regency faces several challenges. One of the main obstacles is the lack of adequate infrastructure to support the digitalization of services. In addition, limited human resources, especially in terms of technological competence, are often an obstacle to optimizing services (Suhaeman et al., 2022).

Another obstacle is the lack of socialization regarding the existence and function of MPP in the community. This results in a low public understanding of the services available, thereby reducing the effectiveness of the program. Evaluation of the implementation of MPP is important to identify weaknesses and design better solutions to ensure the sustainability of this innovation.

In the context of public service innovation, Rogers (2003) identified five main attributes of innovation that determine its success, namely relative advantage, suitability, complexity, possibility of trial, and ease of observation. These attributes serve as guidelines in evaluating the effectiveness of an innovation, including in the context of public services.

This study aims to provide in-depth insight into the implementation of innovation in the Public Service Mall of Sinjai Regency using the innovation typology framework from Muluk (2008). This study not only contributes to academic literature but also provides practical recommendations for other local governments who want to adopt a similar model. By understanding the successes and challenges faced by the Sinjai MPP, it is hoped that other regions can design better strategies for improving public services.

2. Methods

This study uses a qualitative descriptive approach that aims to describe and analyze the implementation of innovation at the Public Service Mall (MPP) in Sinjai Regency. This approach was chosen to gain a deep understanding of the typology of innovation applied, based on the theory of Mulgan& Albury (2003), including product innovation, service processes, service methods, policies, and systems.

The study was located at the Public Service Mall of Sinjai Regency, the center for integrating various public services. The selection of the location was based on the relevance of public service innovation in the area as one of the pilot projects at the regional level. The study was conducted for two months, during the planned field data collection period.

The research data sources consisted of primary data and secondary data. Primary data were obtained through in-depth interviews with informants selected by purposive sampling. Informants included the Head of the Complaints and Information Section of the Investment and One-Stop Integrated Service Office (DPMPTSP) of Sinjai Regency, employees of the Public Service Mall, and community service users. Secondary data included documents, official reports, and literature related to public service innovation, which were used to strengthen the research analysis.

Data collection techniques were carried out through three main methods: (1) In-depth interviews, designed to explore information about experiences, perceptions, and challenges in implementing innovations in MPP Sinjai. (2) Observation, by directly observing the service process at the MPP location to understand the interaction patterns between officers and the community, as well as the effectiveness of the innovations implemented. (3) Literature study, which includes reviewing policy documents, MPP performance reports, and scientific literature to provide context and support field findings.

The data collected were analyzed using qualitative data analysis methods based on the interactive model of Miles & Huberman (2009). This analysis involves three main stages, namely data condensation, data presentation, and conclusion. Data condensation is carried out by sorting and simplifying raw data to obtain relevant information. Data presentation is carried out in the form of descriptive narratives to show the relationship between the components of the innovations implemented. The final stage is drawing conclusions, which includes testing the findings against the theory and objectives of the study.

To ensure data validity, this study uses triangulation techniques, which include triangulation of sources, techniques, and time. Source triangulation is carried out by comparing information obtained from various informants. Technical triangulation was applied by combining the results of interviews, observations, and document studies. Meanwhile, time triangulation was carried out by repeating interviews and observations at different times to verify the consistency of the findings. The approach and methods used in this study aim to provide a holistic picture of the implementation of innovation in MPP Sinjai while identifying supporting and inhibiting factors in the implementation of the policy.

3. Results and Discussion

This article discusses in depth the implementation of innovation in the Public Service Mall (MPP) of Sinjai Regency based on five innovation typologies: products/services, service processes, service methods, policies, and systems. This article highlights the success of the digitalization of public services, integration of one-stop services, and adoption of modern technology that supports efficiency, transparency, and inclusiveness in public services.

Table 1. Research Result Matrix

Indicator	Research Findings
Product Innovation	Digitalization of services through mobile applications and touchscreen kiosks.
	Provision of supporting facilities for convenience
	Technology-based queuing system for waiting time efficiency
Process Innovation	Digitalization of documents to speed up services.
	Officer training to improve responsiveness and service skills.
	Implementation of a public feedback system for service improvement.
Policy Innovation	One-stop service concept for integration of various services in one location.
	Inclusive policies
Method Innovation	Transparency through publication of procedures, costs, and service times.
	Electronic application-based services
	Use of digital methods to speed up services and improve user experience.
System Innovation	Mobile applications for information and complaints.
	Integration of inter-agency services
	Document automation system

Source: research data processing results (2024)

Product Innovation at MPP Sinjai

Product and service innovation implemented at the Sinjai Public Service Mall (MPP) aims to improve accessibility and convenience for the public. One important innovation introduced is the use of a mobile

application that allows the public to access service information, register, and submit complaints online. "In addition, MPP Sinjai also implements an interactive information center with touchscreen kiosks spread throughout the mall area, allowing visitors to search for information related to public services independently." (interview with Mr. LD, 06/15/2024).

This innovation is by the concept of service digitalization that can increase efficiency and reduce administrative burdens, as stated by Mulgan and Albury (2003), who stated that product innovation can involve the development of new products or services that are more relevant to the needs of the community. Through technology, the public can more easily access services without having to come directly to various agencies. Before the MPP, people had to move between offices to complete administrative matters, which took time and money. As stated by one informant, "MPP is easier than the previous administration because people only come to one office and all their affairs can be resolved easily" (interview with Mr. LD, 06/15/2024).

Another innovation is a technology-based queuing system, which allows people to take queue numbers online or through an application, reducing waiting times directly at the location. Facilities such as children's playrooms and rest areas are also provided to improve the comfort of visitors who come with their families. The existence of this facility is to the principle of customer experience, which focuses on creating a positive experience for service users (Rahayu et al., 2023). Through this product innovation, MPP Sinjai has succeeded in increasing service efficiency by the concept of bureaucratic efficiency explained by Dwiyanto (2021), where an efficient bureaucracy must be able to reduce costs and time required in the service process.

Several experts agree that the digitalization of public services can increase government transparency and accountability. According to research by Lynn et al., (2022), the integration of public services through digital platforms can speed up the administrative process and provide more accurate information to the public. This is in line with the goal of MPP Sinjai to provide 97 types of public services that can be accessed via mobile phones. However, there is also criticism of the implementation of this kind of innovation.

Some researchers argue that although digitalization offers many advantages, it can also create gaps for certain groups of people who do not have access or skills to use the technology (Helsper & Reisdorf, 2017). In the context of MPP Sinjai, if there is not enough effort to ensure digital inclusion for all levels of society, then this innovation has the potential to widen the social gap.

Overall, product innovation at MPP Sinjai shows great potential to improve the quality of public services through digitalization. However, the success of its implementation is highly dependent on the ability of the community to access and utilize the technology effectively. Therefore, a holistic approach is needed that includes digital literacy training and infrastructure support so that all citizens can enjoy the benefits of this innovation.

Service Process Innovation

Innovation in the service process at the Sinjai Public Service Mall (MPP) has become a strategic step to speed up service time, increase transparency, and ensure public satisfaction. One of the most striking innovations is the implementation of a digitalization system to process data and documents electronically. This innovation not only reduces paper use but also accelerates the service flow, which is in line with the view of Najib et al., (2022) that innovation in the service process aims to introduce new, more efficient ways of delivering services. With digitalization, the public can access services faster and easier, reducing the time required to complete administrative matters.

The implementation of the digitalization system at the Sinjai MPP also reflects the global trend in public services, where many countries are turning to technology-based systems to increase efficiency and transparency. Research by Yunaningsih et al., (2021) on integrated service management is becoming increasingly important in the context of modern public services. By integrating various types of services in one digital platform, the Sinjai MPP not only increases efficiency but also makes it easier for the public to access various public services that previously had to be taken care of in different offices.

However, although this innovation promises many benefits, challenges remain. The effectiveness of online-based service innovations is often hampered by the low level of digital literacy in the community. This is reinforced by findings from the Sinjai Regency DPMPSTP, which show that several people are not yet digitally proficient, so they have difficulty using online services (interview with Mr. LD, 06/15/2024). Therefore, training the community on the use of information technology is very important so that all levels of society can feel the benefits of this innovation.

In addition to digitalization, improving training for officers is also a major focus of the Sinjai MPP. Better-trained officers can provide better services and be more responsive to community needs. This is in line with the theory of customer service excellence, which emphasizes the importance of communication skills and understanding of service procedures by officers (Lynn et al., 2022). With proper training, officers will not only understand procedures better but will also be able to interact with the community more effectively.

Some researchers argue that improving training alone is not enough if it is not supported by an adequate system and a conducive work environment (Helsper & Reisdorf, 2017). In the context of the Sinjai MPP, it is important to ensure that physical facilities and infrastructure support interaction between officers and the community so that the training can be implemented optimally.

Another innovation implemented is a feedback system to collect feedback from the community after receiving services. This system allows the MPP to continuously evaluate and improve the service process. Transparency is one of the main focuses in service process innovation, where room improvements are made to be more open and easily understood by the community. This effort is in line with the principle that transparency in public services can increase public trust in the government (Heriyanto, 2022).

The implementation of the feedback system shows the Sinjai MPP's commitment to continuous improvement, but challenges remain in terms of community participation. Research shows that not all residents feel comfortable providing feedback or may not know how to do it (Wulansari, 2019). Therefore, the MPP needs to conduct socialization regarding the importance of feedback and provide easily accessible channels for the community to express their opinions.

Innovation in the service process at the Sinjai MPP shows great potential to improve the quality of public services through digitalization and officer training. However, the success of its implementation is highly dependent on the ability of the community to access the technology and their active participation in providing feedback. Therefore, a holistic approach is needed that includes digital literacy training for the community and infrastructure support so that all citizens can enjoy the benefits of this innovation.

Policy Innovation at MPP Sinjai

The policy innovation implemented at the Public Service Mall (MPP) of Sinjai Regency, as found in this study, aims to create a more efficient and easily accessible service system for the public. One of the main policies implemented is the one-stop service concept that integrates various public services in one location. With this model, the public no longer needs to move from office to office to access various types of administrative services, permits, or other services, but all can be taken care of in one place. As explained by informant Mrs. AA (06/15/2024), "MPP Sinjai continues to strive to make improvements to make it easier for the public to realize the vision and mission of Sinjai Regency, one form of service provided is the MPP application or electronic MPP."

The one-stop service at MPP Sinjai reflects the development of a one-stop service system, which has become one of the government's strategies for increasing bureaucratic efficiency reducing dependence on complicated procedures, and reducing the time needed for the public to access public services (Rahayu et al., 2023). In this context, one-stop service becomes the main instrument that accelerates access to public services and allows for simplification of administrative processes. This is in line with findings in previous studies showing that an integrated service system can reduce public waiting time and increase public satisfaction (Lestari et al., 2021). According to Osborne & Brown (2011), a one-stop service can reduce access barriers faced by the public, especially in terms of mobility and complicated bureaucracy.

The service digitalization policy implemented in the Sinjai MPP also contributes significantly to the efficiency of the service process. By using a digital platform for submitting services and accessing information online, the public no longer needs to come directly to government offices. The use of technology to facilitate public services is by the e-governance approach, which has been proven to increase transparency, efficiency, and accountability in government. Along with the development of information technology, various studies have shown that the application of technology in public services can accelerate the service process, reduce administrative errors, and provide convenience for users (Irawan & Hidayat, 2012).

Through the launched electronic MPP application, the public can get information and access services more easily and practically. Taufiqurokhman et al., (2024) in their research also revealed that the digitalization of public services functions as a liaison between the government and the community, which allows for better interactions in providing more effective services.

One important element in the Sinjai MPP policy is accessibility for all, including people with disabilities and other vulnerable groups. This policy shows that the Sinjai MPP not only focuses on efficiency and convenience for the majority of the community but is also committed to inclusivity in public services. According to Rogers (2003), in innovation theory, a crucial attribute in adopting technology is the ease of access for all parties, including people with disabilities or other vulnerable groups.

Inclusive public services, which provide equal opportunities for every citizen to access government services, are one of the main principles in the development of public services in the modern era (Muluk et al., 2021). MPP Sinjai, by providing facilities that are friendly to people with disabilities, such as special lanes and easily accessible services, directly implements this principle by the recommendations of many researchers and practitioners in the field of public policy.

In addition, the transparency policy that is a priority in MPP Sinjai also deserves attention. Transparency in conveying information regarding procedures, costs, and service times shows a great effort from the local government to improve public accountability. Mulgan & Albury (2003) explain that policy innovations related to transparency can strengthen the relationship between the government and the community by creating higher trust.

In MPP Sinjai, this transparency is not only seen in terms of publishing information but also in managing public feedback collected after they receive services. This is the view of Singh and Mishra, (2017), who emphasizes the importance of accountability and openness of information in the public sector to ensure that the services provided truly meet the needs of the community and have the desired quality. This policy is a means to strengthen good governance, reduce the potential for corruption, and increase public participation in decision-making.

This policy innovation has many advantages, but several challenges need to be overcome. For example, although MPP Sinjai has implemented technology to improve service accessibility, some service users who are less familiar with technology may still find it difficult to use digital applications or platforms. Ebbers et al., (2016) in their study on e-government showed that the adoption of technology in public services is often faced with the problem of the digital divide—differences in the ability of individuals or groups to access and use technology.

Although technology can speed up services, it is important to ensure that certain groups in society, especially those who are older or have limited access to technology, are not neglected. Therefore, local governments need to provide training or guidance so that the community can optimally utilize the technology provided.

Service Method Innovation

Innovation in service methods at MPP Sinjai focuses on updates in more efficient and responsive service delivery methods. One important innovation is the implementation of a one-stop service, which allows the public to access various public services in one location without having to move between offices. "MPP Sinjai provides many products or services. There are 21 ODP/agencies, both BUMN and BUMD, with their respective services offered" (Interview with Mrs. AA, 06/15/2024).

This service method reduces the time needed to obtain various types of services while increasing cost efficiency for the public. The use of the electronic MPP application also makes it easier for the public to access services from home or other locations. "MPP Sinjai continues to evaluate and improve to increase work efficiency. One type of effort made is the existence of an electronic MPP that can be accessed anywhere" (Interview with Mrs. HA, 06/17/2024).

This service method innovation is very relevant to the concept of digital transformation in public services explained in the research of Abdullah et al., (2017), which states that innovation in interaction with customers can accelerate the service process and improve the overall user experience.

System Innovation at MPP Sinjai

The system innovation implemented at the Public Service Mall (MPP) of Sinjai Regency aims to optimize efficiency, transparency, and accessibility in public services. One of the main steps in this system innovation is the implementation of a mobile application that provides various information about services, opening hours, and complaint features, allowing the public to submit applications directly from their devices. This application, in addition to facilitating access, also plays a role in accelerating the service process and expanding the reach of services to the public who cannot come directly to the MPP. A document automation system was also introduced as part of this innovation, which allows document processing to be carried out faster and reduces errors that usually occur due to manual management (Interview with Mr. LD, 06/15/2024).

The implementation of mobile applications and document automation is part of the digitalization of public services, which has been proven to improve quality and efficiency in various studies. According to Singh & Mishra (2017), the application of digital technology in public administration allows for reduced paper use and speeds up the data management process, so that less time is needed in the document submission process. Digitalization not only speeds up services but also increases data accuracy and reduces the potential for human error, which often occurs in manual systems. In addition, the use of mobile applications in public services, as found in the Sinjai MPP, can increase service accessibility by allowing the public to access information anytime and anywhere. Technology-based services can increase customer satisfaction by providing easy access to information and time efficiency in transactions.

The biggest challenge in implementing a digital-based system is the digital divide faced by certain segments of society. Groups of people who are not familiar with technology or who live in areas with limited internet access may have difficulty utilizing this mobile application optimally. The research findings of Weerakkody et al., (2017) explain that the adoption of technology in the public sector is greatly influenced by the level of digital skills of the community and the available technological infrastructure. Therefore, while digital systems can speed up services for most people, it is important to consider digital literacy programs that can help people who are less familiar with technology so that they are not marginalized in using these services. In the context of MPP Sinjai, while mobile applications offer convenience for tech-savvy people, there must be more intensive efforts to ensure that these services can be maximally accessed by all levels of society.

In addition, the system innovation in MPP Sinjai also involves the integration of services between agencies, which is one of the main strengths of more efficient public services. By integrating various public services that were previously separate, the public can now take care of several services at once in one simpler process. As conveyed by one informant, "MPP Sinjai is very comfortable because the facilities are very complete and even provide a children's playground and park so that when I take care of my child I can play comfortably" (Interview with Mr. RH, 06/23/2024). The concept of one-stop service or one-stop service is a system innovation that is increasingly being applied throughout the world to simplify service procedures and increase bureaucratic efficiency.

According to Tawai et al., (2022), the integration of service systems in the public sector is very important to increase transparency, reduce convoluted bureaucracy, and speed up the service process. With an integrated system, the public no longer needs to deal with various complicated procedures, visit various agencies, or wait long to receive services. This integration significantly reduces waiting time, as explained in the research of Rahayu et al., (2023), which shows that the one-stop system not only accelerates access to services but also reduces transaction costs for the community and increases customer satisfaction.

In MPP Sinjai, the implementation of this one-stop service supports the achievement of the goals of service affordability and reducing administrative barriers. By reducing the number of steps required to access various services, MPP Sinjai also encourages more citizens to use government services without hesitation or discomfort.

On the other hand, although the integration between agencies in MPP Sinjai provides many benefits, there are challenges in terms of coordination and synchronization between the government agencies involved. As found by Rogers (2003) in his theory of organizational innovation, although integration brings efficiency benefits, an integrated system requires a strong commitment from all parties involved and often faces obstacles in terms of organizational culture, division of authority, and inconsistent data management systems. Therefore, for system innovation in MPP Sinjai to take place optimally, effective collaboration is needed between related agencies and policies that support system harmonization between various sectors. The implementation of integrated technology and systems will only be effective if there is a clear agreement and understanding of the working procedures between the institutions involved.

The system innovation in the Sinjai MPP also introduced changes in the interaction between the government and the community. As stated by Harrison et al., (2008), good interaction between the government and the community can be achieved if the government can utilize technology to facilitate faster, more transparent, and more responsive two-way communication. In the Sinjai MPP, this is manifested in the use of a mobile application that not only functions to submit requests but also to receive complaints from the public, which will then be further processed by the relevant parties. This feedback system gives the public more control over the quality of services they receive while encouraging public accountability. Taufiqurokhman et al., (2024), in

their research on e-government, also showed that an effective feedback system increases public participation and builds trust between the government and the community.

4. Conclusion

Innovation in Public Service Malls (MPP) in Sinjai Regency covers various aspects of innovation typology. In terms of product/service innovation, MPP Sinjai has successfully implemented service digitalization through mobile applications, technology-based queuing systems, and facilities such as interactive kiosks, which make it easier for the public to access public services. Additional facilities, such as children's playrooms and rest areas, also improve the user experience. This innovation shows an effort to improve the accessibility and convenience of services.

At the service process stage, innovation involves the digitalization of workflows, such as electronic data and document processing, which reduces paper use and speeds up administrative processes. This increases the efficiency and transparency of services, although there are still challenges in the community's digital literacy. Training for officers is also an important element in improving the quality of interactions with service users.

At the service method stage, the implementation of one-stop services is a significant strategic step. The integration of various public services in one location allows the public to complete many administrative needs at one time and place. The electronic MPP application further expands the reach of services, providing flexibility for the public to access services from anywhere.

In terms of policy innovation, the one-stop service approach shows a commitment to simplifying bureaucracy and increasing efficiency. The digitalization of services also supports transparency, while inclusive policies ensure that vulnerable groups, including people with disabilities, can easily access services. However, there are challenges in ensuring that all levels of society, especially those with technological limitations, can benefit from these policies.

System innovations in the Sinjai MPP have successfully integrated services between agencies through the use of digital technology. The implementation of mobile applications, community feedback systems, and document automation have accelerated workflows and increased public participation. However, integration between agencies still requires better coordination to overcome organizational culture barriers and technology gaps.

5. Implications and Recommendations

Sustainability of innovation is important for the Public Service Mall (MPP) in Sinjai Regency by providing digital literacy training to the community and officers, strengthening technology infrastructure, and conducting continuous evaluation of the implementation of inclusiveness and transparency policies. In addition, a more effective communication system between agencies needs to be developed to support service integration.

Further research can focus on analyzing the impact of this innovation on community satisfaction, the effectiveness of digital literacy programs, and strategies for reducing the digital divide. Researchers are also advised to explore comparative studies with MPPs in other areas to understand best practices and similar challenges.

References

- [1] Abdullah, M. T., Supriyono, B., Muluk, M. . K., & Tjahjanulin, T. (2017). Innovation Typology of the Local Government in Educational Affairs. *Bisnis & Birokrasi Journal*, 23(2). <https://doi.org/10.20476/jbb.v23i2.9003>
- [2] Ariyani, A., Mindarti, L. I., & Nuh, M. (2016). Inovasi Pelayanan Publik (Studi pada Pelayanan Kesehatan Melalui Program Gebrakan Suami Siaga di Puskesmas Gucialit Kabupaten Lumajang). *Jurnal Ilmiah Administrasi Publik*, 2(4), 156–161. <https://doi.org/10.21776/ub.jiap.2016.002.04.4>
- [3] Datamora, S., & Malau, H. (2020). Penyelenggaraan Mal Pelayanan Publik Untuk Masyarakat Di Kota Padang. In *Jurnal Manajemen dan Ilmu Administrasi Publik (JMIAP)*. <https://doi.org/10.24036/jmiap.v1i4.68>
- [4] Dhanny, F. (2023). *Penerapan Prinsip Partisipasi, Akuntabilitas, Transparansi, dan Efektifitas & Efisiensi dalam Pelayanan Publik Di Mal Pelayanan Publik Kota Payakumbuh Tahun ...* [Universitas Andalas]. <http://scholar.unand.ac.id/208806/>
- [5] Dwiyanto, A. (2021). *Reformasi birokrasi publik di Indonesia: Vol. I* (Issue 2). <https://books.google.com/books?hl=en&lr=&id=vTMXEAAAQBAJ&oi=fnd&pg=PA1&dq=etika+birokrasi+dalam+pelayanan+publik&ots=vQ1HNNKzua&sig=0MkwXh6UnUeC5vgzRmQnls9X028>

- [6] Ebbers, W. E., Jansen, M. G. M., & van Deursen, A. J. A. M. (2016). Impact of the digital divide on e-government: Expanding from channel choice to channel usage. *Government Information Quarterly*, 33(4), 685–692. <https://doi.org/10.1016/j.giq.2016.08.007>
- [7] Efendi, M. M. R. K. (2023). *Inovasi Pelayanan Publik Pada Mall Pelayanan Publik Kabupaten Gresik (Bagian Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu)*. 3(3), 1–23.
- [8] Harrison, R., Jaumandreu, J., Mairesse, J., & Peters, B. (2008). *Does Innovation Stimulate employment a firm-level*.
- [9] Helsper, E. J., & Reisdorf, B. C. (2017). The emergence of a “digital underclass” in Great Britain and Sweden: Changing reasons for digital exclusion. *New Media and Society*, 19(8), 1253–1270. <https://doi.org/10.1177/1461444816634676>
- [10] Heriyanto, H. (2022). Urgensi Penerapan E-Government Dalam Pelayanan Publik. *Musamus Journal of Public Administration*, 4(2), 066–075. <https://doi.org/10.35724/mjpa.v4i2.4128>
- [11] Irawan, B., & Hidayat, M. N. (2012). *E-government : konsep, esensi dan studi kasus*. 15–31.
- [12] Lestari, P. A., Tasyah, A., Syofira, A., Rahmayani, C. A., Cahyani, R. D., & Tresiana, N. (2021). Digital-Based Public Service Innovation (E-Government) in the Covid-19 Pandemic Era. *Jurnal Ilmu Administrasi : Media Pengembangan Ilmu Dan Praktek Administrasi*, 18(2), 212–224.
- [13] Lynn, T., Rosati, P., Conway, E., Curran, D., Fox, G., & O’Gorman, C. (2022). Digital Public Services. In *Digital Towns* (pp. 49–68). https://doi.org/10.1007/978-3-030-91247-5_3
- [14] Miles, M. B., & Huberman, A. M. (2009). *Analisis Data Kualitatif*. UI-Press.
- [15] Muluk, K. (2008). Knowledge Management: Kunci Sukses Inovasi Pemerintahan Daerah. In *BayuMedia*.
- [16] Muluk, M. R. K., Pratama, M. R., & Muzaqi, A. H. (2021). The Landscape of Inclusive Public Service Innovation in Indonesian Local Government. *Proceedings of the 3rd Annual International Conference on Public and Business Administration (AICoBPA 2020)*, 191. <https://doi.org/10.2991/aebmr.k.210928.090>
- [17] Najib, M., Fahma, F., Abror, A., & Suhartanto, D. (2022). Organizational Capability, Market Perspective, and Green Innovation Adoption: Insight From Indonesian Food Processing Small and Medium-Sized Enterprises. *Journal of Small Business Strategy*, 32(2), 51–66. <https://doi.org/10.53703/001c.32293>
- [18] Osborne, S. P., & Brown, L. (2011). Innovation in public services: Engaging with risk. *Public Money and Management*, 31(1), 4–6. <https://doi.org/10.1080/09540962.2011.545532>
- [19] Rahayu, N. W. I., Supena, S. H., Nurhayati, S., Irawan, B., & Hidayat. (2023). Implementing E-Planning System in Local Government Decision-Making: a Case Study in Indonesia. *CosmoGov: Jurnal* <http://journal.unpad.ac.id/cosmogov/article/view/45776>
- [20] Rogers, E. M. (2003). *Diffusion of Innovations, 5th Edition*.
- [21] Singh, M. P., & Mishra, S. N. (2017). *Ethics, Probity and Accountability in Public Services*. Indian Institute of Public Administration.
- [22] Suhaeman, I., Haerana, H., & Riskasari, R. (2022). Inovasi Pelayanan Berbasis Online Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Sinjai. *Jurnal Administrasi Publik*, 13(1). <https://doi.org/10.31506/jap.v13i1.15395>
- [23] Taufiqurokhman, T., Satispi, E., Andriansyah, A., Murod, M., & Sulastri, E. (2024). The impact of e-service quality on public trust and public satisfaction in e-government public services. *International Journal of Data and Network Science*, 8(2), 765–772. <https://doi.org/10.5267/j.ijdns.2024.1.002>
- [24] Tawai, A., Komba, S., & Merrylin, M. (2022). Quality of Public Service One-Stop Administration System Southeast Sulawesi Province. *International Journal of Multidisciplinary Research and Analysis*, 05(08). <https://doi.org/10.47191/ijmra/v5-i8-28>
- [25] Weerakkody, V., Kapoor, K., Balta, M. E., Irani, Z., & Dwivedi, Y. K. (2017). Factors influencing user acceptance of public sector big open data. *Production Planning and Control*, 28(11–12), 891–905. <https://doi.org/10.1080/09537287.2017.1336802>
- [26] Yunaningsih, A., Indah, D., & Septiawan, F. E. (2021). Upaya Meningkatkan Kualitas Layanan Publik Melalui Digitalisasi. *Altasia : Jurnal Pariwisata Indonesia*, 3(1), 9–16. <https://doi.org/10.37253/altasia.v3i1.4336>