

Formulating Integrated Public Services in Batu City: A Preliminary Study

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Abstract: This study aims to develop an initial framework for integrating public services in Batu City. Integrating public services in Batu City is formulated into the Integrated Public Service (Public Service Mall). This research is preliminary, meaning the researchers wanted to identify potential public services developed in Batu City. Furthermore, the discussion of the initial framework focused on three aspects: institutional, management, and human resource management. This research used a mixed-methods approach. Data was collected through questionnaires, semi-structured interviews, focus group discussions, and literature studies. The result showed that the integration of public services in the city of Batu had the potential to be developed through Public Service Mall. The strategic placement of Public Service Mall locations was needed to provide affordability for the community. Public Service Mall could also expand services from 118-130 to 130-140. From an institutional perspective, Public Service Mall remained under the Batu City One-Stop Integrated Service and Investment Service (DPMPTSP) supervision by coordinating with technical agencies from the public and private sectors. Then, in terms of management, implementing the Service Mall required physical and network infrastructure in the service process. Finally, the HRM (Human Resource Management) aspect needed to pay attention to the competency skills of the apparatus, both as implementers and as control systems.

Keyword: *Public Services; Bureaucracy; Public Transformation; Batu City.*

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INTRODUCTION

This article proposed an integrated Public Services Mall in Batu City using a preliminary study as the approach. The researchers identified the potential for developing public services in Batu City into integrated public services or Public Service Mall (Public Service Mall), starting from determining the strategic location, general overview of public services in Batu City, and services that could be integrated. Several studies on Public Service Malls have been carried out (Adawiyah, 2018; Ikhsan et al., 2020; Puryatama & Haryani, 2020; Ristiani, 2020), but most of them still focused on the implementation. Meanwhile, the preliminary study or formulation was

still limited. Therefore, this study hopes to provide policymakers with input to formulate excellent and integrated public services through the Public Services Mall in Batu City.

Roy & Langford (2008) said that public service is the primary function. Moreover, entering the era of the industrial revolution 4.0 and the increasingly rapid development of ICT (Information Communication and Technology) requires the government to continue to improve public services excellently (Apriliyanti et al., 2020; Valenduc & Vendramin, 2017; van der Wal & Demircioglu, 2020). Providing excellent public services is a concrete form of modern government performance (Sicilia et al., 2016; Velsberg et al., 2020). The community's need for public services has increased both in terms of quantity and quality along with social complexity, such as population, education level, employment, and welfare level (Hou et al., 2021). Emerging technologies have offered potential routes for service users to modify bottom-up policy and organizational and administrative mechanisms (Osborne et al., 2016).

According to Osborne (2018), public service reforms dominated by the New Public Management (NPM) model have failed. Furthermore, Osborne offered a concept called Public Service Logic (PSL), meaning the ability of public organizations to co-production and value co-creation in public management. It has proven to trigger studies on co-production and co-creation to improve public services (Ramadani et al., 2020) in various areas (Amann & Sleight, 2021; Bharosa et al., 2020; Brandsen et al., 2018; Voorberg et al., 2017; Wei et al., 2020). PSL allows public organizations to offer public services to the community as needed. These challenges arise from several attributes of the New Public Service (NPS) as an antithesis of NPM.

The increasing demands for fair, cheap, and fast public services cannot be separated from the flow of urbanization and urban development (Hou et al., 2021). It also happened in several cities in Indonesia, one of which was Batu. As a tourist destination, development in all fields continues to increase. As a tourist city, opportunities to improve public services can attract investors (Yonanda, 2013). According to Neshkova & Guo (2018), transforming public services is considered the right strategy to realize quality services. An integrated service mechanism is needed (Anu, 2015).

Currently, the Batu City government has a One-Stop Integrated Service under the direct supervision of the Investment and One-Stop Integrated Service and Labor Office. One hundred eighteen (118) services and permits from various OPD (Regional Apparatus Organizations) are integrated. However, implementing One-Stop Integrated Service as the second generation has not run optimally due to the limited technical team in the field, service mechanisms to the broader community, and lack of coordination between OPDs. It is evidenced by interviews with several people who need services at One-Stop Integrated Service. Therefore, more advanced development is needed to realize excellent public services (Laitinen et al., 2018; Roziqin & Fajrina, 2021).

Public service development efforts that can be developed in Batu City are the Public Service Mall (Public Service Mall). It is reinforced by the survey as follows.

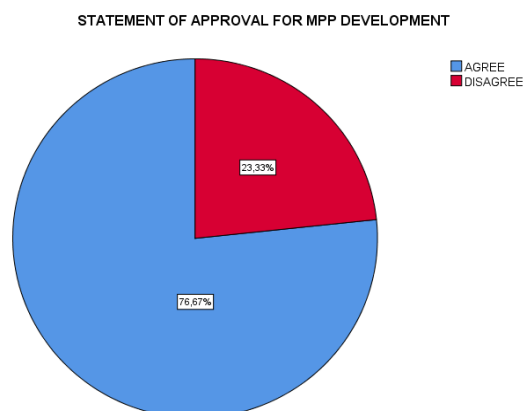


Figure 1. Agreement from community to Public Service Mall
Source: Primary data collection

Based on Figure 1, some people agree with developing public services in a Public Service Mall. According to Ministerial Regulation of The Ministry Empowerment of State Civil Apparatus - Bureaucratic Reform (Kemenpan RB), Number 23 of 2017 concerning the Implementation of Public Service Malls, Public Service Mall can make it easier for the public to obtain services, licensing, non-licensing, or service information or complaints from government agencies. Public Service Mall can integrate services in Ministries, Institutions, Regional Governments, State-Owned Enterprises, Regional-Owned Enterprises, and the private sector to make it easier for the public to ask for not only one service but all services in one place. In addition, a Public Service Mall can provide benefits such as shorter time, affordable and convenient costs to provide services (Ristiani, 2020). Meanwhile, the general purpose of the Public Service Mall is to provide convenience, speed, affordability, security, and convenience to the public in obtaining services, as well as being able to increase global competitiveness in providing ease of doing business in Indonesia.

Public service integration refers to a single access point to services and information offered by different public authorities (Wimmer, 2002). By being placed in one place, the public can access various public service providers, both public and private. Furthermore, integrating public services through the Public Service Mall is Indonesia's third generation of integrated public service development. Previously, there were PTSA and PTSP (One-Stop Integrated Service). Public Service Mall must adhere to integration, efficiency, coordination, accountability, accessibility, and convenience in its implementation. Public Service Mall is organized by regional apparatus organizations that carry out tasks and functions in investment and one-stop integrated services.

In 2017, the Public Service Mall was first inaugurated in the community, namely Surabaya Public Service Mall. The development of the Public Service Mall in Indonesia continues to grow, especially from the side of the local government. Data from the Ministry of Administrative Reform and Bureaucratic Reform reported 24 Public Service malls from 514 districts/cities throughout Indonesia. In contrast, in 2021, the Ministry of Administrative Reform and Bureaucratic Reform received commitments to develop Public Service Mall from the region as many as 48 local governments. After Surabaya, several areas in East Java have also moved to develop Public Service Malls, including Banyuwangi, Sidoarjo, and Magetan. However, Batu City is still in preparation, so a preliminary study on developing integrated public services in Batu City is interesting to discuss as an initial framework.

RESEARCH METHODS

This study used a mixed-methods approach (Creswell & Tashakkori, 2007; Daigneault & Jacob, 2014; Leech et al., 2010; Mertens, 2011). The mixed-methods approach is defined as combining qualitative and quantitative methods. Researchers using mixed methods aim to understand the phenomenon under study deeply. The quantitative approach in this study was used to obtain statistical information about the public service process and potential locations helpful in developing integrated public services in Batu City. The qualitative approach obtained in-depth descriptive and narrative information from informants about the phenomenon under study.

This research was carried out in three stages. The first stage focused on the current service processes and the identification of institutional readiness. Data was acquired primarily through surveys of the selected society (300 respondents), focus groups discussion, and structured interviews with influential policymakers at local governments, supplemented by secondary documentary research. The second stage focused on the development strategy to integrate public services in Batu City. The third stage analyzed data results with secondary data. The data analysis technique in this study was explanatory sequential, prioritizing quantitative techniques and then analyzing them with qualitative techniques.

RESULTS AND DISCUSSION

Potential for Integrated Public Service Development

Public Service Mall in Indonesia was inspired by the Public Service Hall (PSH) in Georgia and ASAN Xidmat, Azerbaijan, both of which have signed an MoU in cooperation with the

Ministry of Administrative Reform and Bureaucratic Reform (KEMENPAN RB) to strengthen institutions and increase apparatus resources (Puryatama & Haryani, 2020). In Georgia, twelve (12) services of ministries/agencies have been integrated, such as ease of doing business ranging from ease of business registration, in-house notary to obtaining land rights, and ease of ratification of marriages. They have a tagline, "15 minutes for every service". Meanwhile, ASAN Xidmat, Azerbaijan, is a public service institution that combines government and private sector services for business purposes. Learning from these examples is then adapted to the Public Service Mall of Indonesia.

Batu City can further develop excellent public services by implementing the Public Service Mall. Public Service Mall in Batu City has been described in the Batu City Regional Long-Term Plan (RPJPD) for 2005-2025. The application of integrated information technology will facilitate and improve the quality of public services (Karwan & Markland, 2006). Therefore, it is crucial to map and prepare human resources and IT infrastructure and decide on a strategic location to realize Public Service Mall.

Based on Regional Regulation (Perda) number 7 of 2011 concerning the Spatial Planning of Batu City in 2010-2030, the leading public service is government administration which the city needs, called the city service center. As explained in article 12, paragraph 3, the city government service center is for government activities and is equipped with government offices and other public service support facilities. The Batu City government has prepared an alternative place to be used as a public service mall. These places include Balai Kota Among Tani, the former Diaspora building, the KPP building, and Ganesha.

The location and building of the Public Service Mall need serious considerations because the strategic location will make it easier for people to access it. Based on the survey, some people chose the Ganesha building as Public Service Mall, as shown in Figure 2.

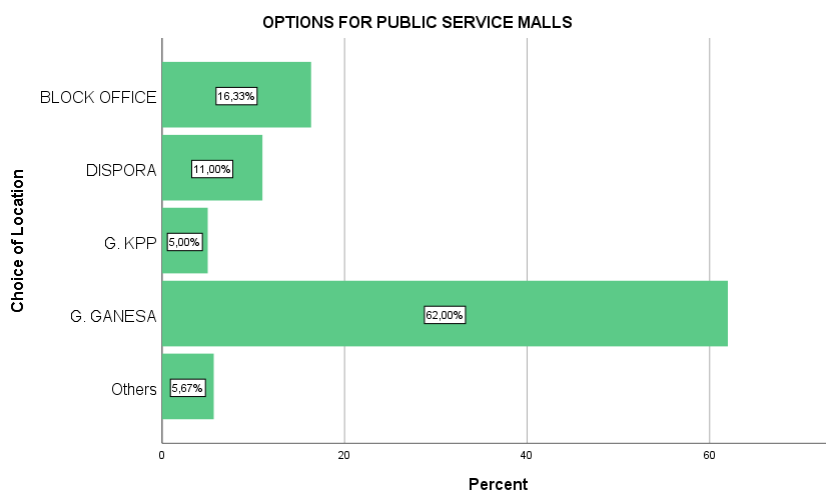


Figure 2. Option Mall Public Service locations
Source: Primary data collection

The three locations with the most significant number each have advantages and disadvantages. Based on the indicators of accessibility and infrastructure, the Ganesha Building is considered the most ideal for building a Public Service Mall, which requires ample space to accommodate various services and supporting facilities. Moreover, the plan for constructing the Ganesha Building will be five floors. The Ganesha building is strategically located in the middle of the city, making it easier for people to access. Meanwhile, the Public Service Mall will be prone to traffic density and cause congestion due to its location. Meanwhile, the Office Block and the former Diaspora Office have a strategic location, but the building area is relatively small, and the supporting facilities are still minimal. If Public Service Mall is built in this location, it will require a lot of additional facilities.

Public Services Integrated through the Public Service Mall has six main principles:

1. Integration, both in terms of information technology, character, and procedure mechanism

2. Effective, where the construction of the Public Service Mall must have efficiency
3. Coordination is the key to uniting the culture of each agency to be more harmonious
4. Accountability
5. Accessibility, namely the ease of access for the public to all types of services
6. Convenience; people feel comfortable both in terms of human resources, mechanism transparency, and ease of obtaining service standards

In Batu City, although there is an increase in the quality of bureaucratic work every year, it still needs significant improvement. The One-Stop Integrated Service (PTSP) of Batu City is also not optimal, and the sectoral ego of each agency is still average. Thus, Public Service Mall, which integrates licensing and administrative services through the help of information technology, is needed to provide maximum satisfaction to the people of Batu City. Public Service Mall can be used as a public service innovation to provide convenience, speed, affordability, security, and convenience to the community in obtaining services (Anu, 2015; Flumian, 2018). It combines several central, regional, and private government services in one building. Services in the Public Service Mall (integrated) are expected to increase public satisfaction and make it easier for business permits in Batu City and Indonesia (Ease of Doing Business index). It includes data integration to create Alignment of Operating System Procedures, Alignment of Service Standards, Utilization of single data, and strengthening information technology-based services (e-services) for the sake of efficiency of public services.

General Overview of Public Services in Batu City

As a newly formed city in 2001, Batu City continues to experience rapid development. In 2020, Batu City will have 219,470 people (BPS, 2021) and 29 OPDs, divided into three sub-districts, Bumiaji, Batu, and Junrejo. For integrated public services in Batu City under the Investment Agency of One-Stop Integrated Service-Labor (DPMPTSP-Naker). Through One-Stop Integrated Service (PTSP), the Batu City government provides 118-130 services/licenses divided into 11 service sectors (Appendix 1). In supporting the technical implementation of these services, the Batu City Government has formed a technical licensing team consisting of various cross-sectoral Regional Apparatus Organizations for one year. The Head of the Investment Agency of One-Stop Integrated Service-Labor (DPMPTSP-Naker) chairs this team, and the Director is the mayor. Thirty-one employees are members of the technical team.

Based on the interview with one of the technical team, DM said that:

"The existing system is well developed. It means that even though the staff members are changing, the mechanism for implementing the technical team is still running well, even if a new member joins the team." (Anonymous informant, November 2020)

With the limited number of permits and organizational capacity and SOTK (Organizational Structure of Work), there are often obstacles and delays in the survey process to impact the length of the licensing process and services to the community, especially with the number of service users that tends to increase.

Based on the internal evaluation conducted by each Regional Apparatus Organization through the Community Satisfaction Survey, most of the public services in Batu City are pretty good. These include licensing at the Department of Population and Civil Registration, City Planning Framework (KRK), Building Construction Permit (IMB), Health Facility Establishment Permit, and others. It is evidenced by the SKM (Survey of Community Satisfaction) score with an average of 80.

Nevertheless, with the growing demand for public services and the development of information technology, it is necessary to have an integrated effort to develop public services.

"According to 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 Public Service Malls, Public Service Malls are a constitutional mandate that must be carried out. So, the spirit is that public services must be improved to improve

existing services. Moreover, the Public Service Mall will become one of the region's evaluation criteria for public services". FA statement in FGD (Focus Group Discussion)

With all the tourism potential and continuing development in Batu City, a Public Service Mall is much needed. Some essential aspects include institutional capacity; the parties concerned must consider human resource management. Collaboration and synergy between OPDs are crucial to realizing Public Service Mall in Batu City. Infrastructure also needs to be a concern because developing integrated public services must follow the NPS (New Public Services) paradigm, emphasizing public interest. It means focusing on what services are provided and the comfort aspect (Denhardt & Denhardt, 2000; Waller, 2017). So that people will feel satisfied and change the bad stigma of society about the bureaucracy so far.

Integrated Public Services in Batu: A Preliminary framework

Although the central and local governments have implemented integrated public services such as One-Stop Integrated Service, including Batu City, Public Service Mall emerged as an idea needed in modern society by combining the development of ICT (Information Communication and Technology) for system integration of various types of services and convenience for service users. Integrating public services through the Public Service Mall combines two views, namely a public-oriented internal view and a customer-oriented external view (Karwan & Markland, 2006; Wimmer, 2002).

As a preliminary study, preparing an excellent Public Service Mall requires supporting institutions, management, and resources; those are as follows.

Institutional

Public services provided by the Office of Investment, One-Stop Integrated Services, and other Regional Apparatus Organizations in Batu City have been running quite well. However, innovations are needed to increase more efficient and integrative public services, one of which can be done through Integrated Public Services through the Public Service Mall. The Public Service Mall is a third-generation renewal step because it is seen as a correction and refinement of the previous two generations, namely the Generation of Integrated Public Services and One Stop Services (PTSP), which are considered to have not boosted the performance of the public service bureaucracy in Indonesia.

Public Service Mall carries six essential principles. First is the principle of integration, both in terms of information technology, character, and procedural mechanisms; second is efficient, where the construction of the Public Service Mall must have efficiency. Third, the principle of coordination is the key to uniting the culture of each agency to make it more harmonious. Fourth is the principle of accountability, which is related to accountability. Fifth is accessibility, the ease of access for the public to all services. Finally, the principle of convenience where people feel comfortable both in terms of human resources, transparency of mechanisms, and the ease of obtaining service standards.

In Batu City, although there is an increase in the quality of bureaucratic work every year, it still needs significant improvement. The One-Stop Service (PTSP) of Batu City is also not optimal because the sectoral ego of each agency is still typical. Thus, a Public Service Mall that integrates licensing and administrative services through information technology is needed to provide maximum satisfaction to the people of Batu City. Public Service Malls can be used as public service innovations to provide convenience, speed, affordability, security, and convenience to the public. It combines several central, regional, and private government services in one building. Public satisfaction and facilitate business licenses in Batu City and Indonesia/ Ease of Doing Business index (EoDB). It includes data integration to create Alignment of Operating System Procedures, Alignment of Service Standards, Utilization of single data, and Strengthening of information technology-based services (e-services) for the sake of efficiency of public services.

Furthermore, Public Service Malls, as part of the development of integrated public services, need to integrate all licensing and non-licensing services under the authority of the Central and Regional Governments and the services of State-Owned Enterprises/Regional Owned Enterprises and private companies in a strategic location.

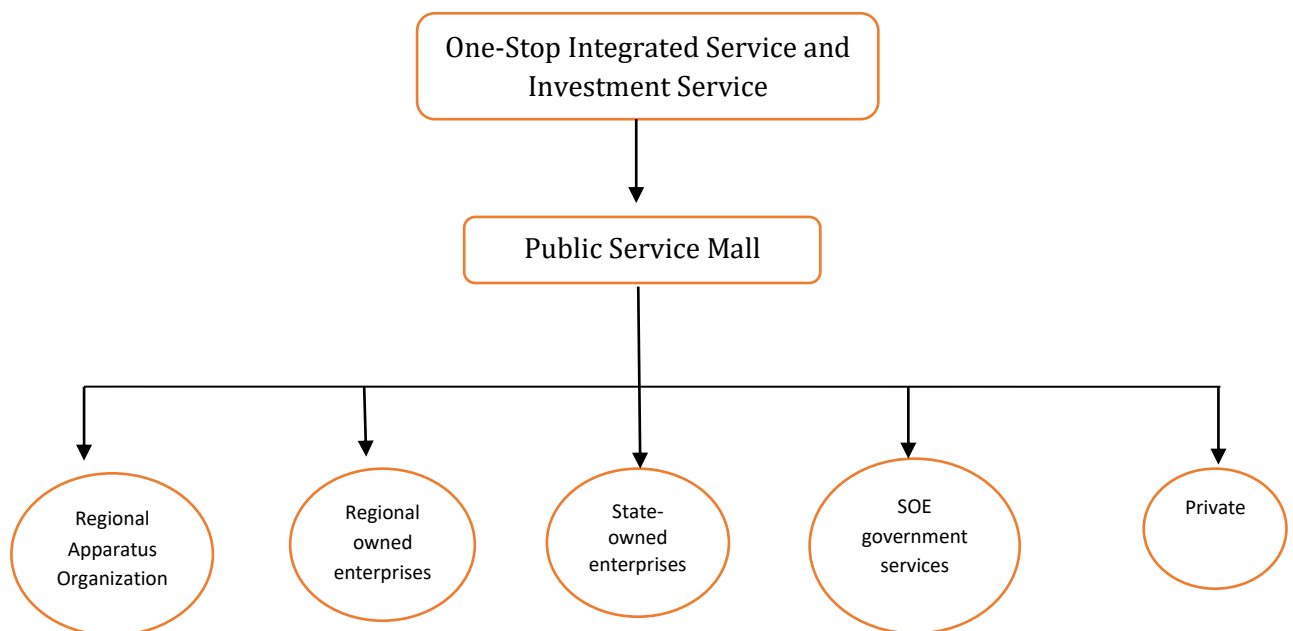


Figure 3. Public Service Mall Institutional Model
Source: Authors' Analysis

Public Service Malls under the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 23 of 2017 aims to make it easier for the public to get services by service providers in one building, both licensing services, non-licensing, and service information/complaints about services at the mall. Public service. Furthermore, a more rigid institutional arrangement is needed. In this case, the Public Service Mall is an improvement in implementing the second generation of integrated public services, which has been the responsibility of the Investment Service and One-Stop Integrated Services. A Public Service Mall, as a non-structural institution, provides public services and integrated licensing services to the community in ideally the area under the coordination of the Office of Investment and One-Stop Services. The form can be a Technical Service Unit (UPT), which is responsible for the technical operation of the Public Service Mall.

The Office of Investment and One-Stop Integrated Services then need to design the institutional governance of the Public Service Mall, including the organizational structure and its duties and functions, rules and regulations, and standard operating procedures (SOPs) for services. The Office of Investment and One-Stop Integrated Services needs to build synergies, coordination, and cooperation with other services within the internal scope of the Batu City Government, the private sector, the Provincial Government, and the Central Government. It means that the One-Stop Service and Investment Service determines the types of licensing and non-licensing integrated into the Public Service Mall. In addition, in the process of preparing the Public Service Mall, the Investment and One-Stop Service Office needs to coordinate with the agencies whose services will be integrated to provide buildings and facilities for the Public Service Mall, determine the provisions and rules of the Public Service Mall (Service Standards, Standards of Procedure, and Code of Conduct). A service in a Public Service Mall can be done well if it involves an effective and efficient governance model from the Regional Apparatus Organizations.

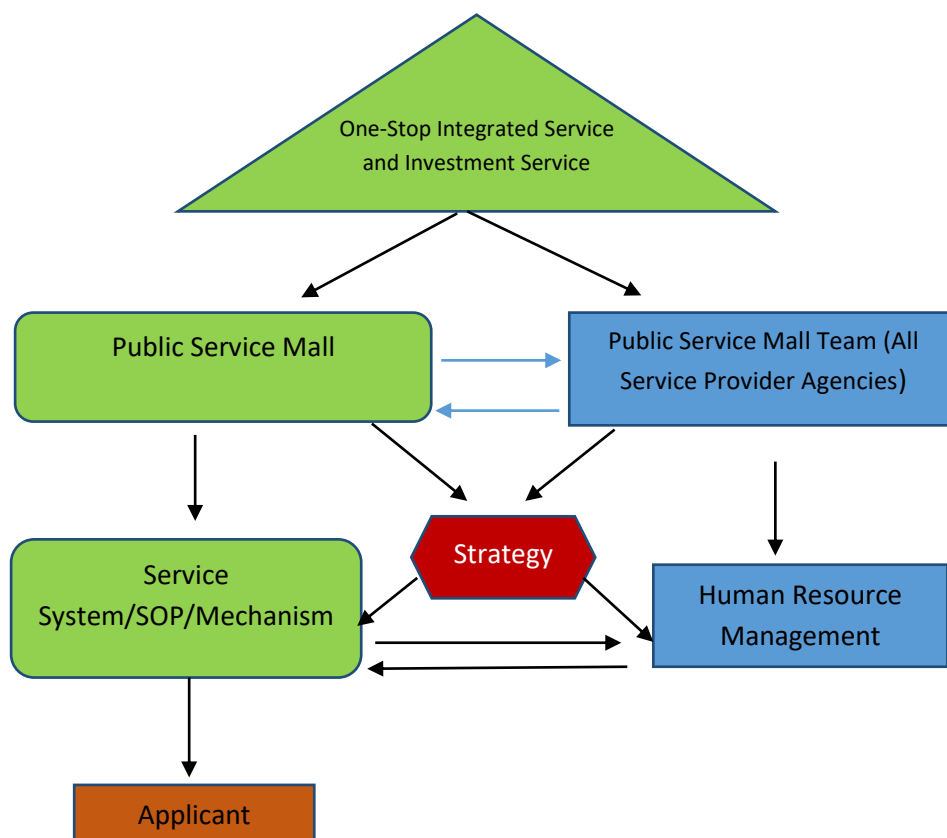


Figure 4. Public Service Mall Institutional New Model

Source: Author's Analysis

Figure 4 explains that the Public Service Mall needs an effective strategy to create public services following community applicants. The strategy includes how the service mechanism will be implemented, SOPs, and Service Declarations, supported by the quality and quantity of apparatus resources at the Public Service Mall because the Public Service Mall is a policy that requires cross-sectoral attention coordination (Sari & Rahayu, 2021).

Meanwhile, the budgeting and operational costs of the Public Service Mall it is charged to the Batu City Regional Revenue and Expenditure Budget, which the One-Stop Integrated Service and Investment Service coordinates. At the same time, it also establishes rules and regulations that must be obeyed by all agencies that are members of the Public Service Mall. As for service providers outside the regional authority of Batu City, it is regulated following the provisions of the applicable legislation.

Governance

Good service will only be realized if, in the internal environment of an organization providing services to the community, there are several factors, namely, a service system that prioritizes the interests of customers, a service culture in a service organization, and human resources that prioritize the interests of the community and adequate resources (Ristiani, 2020). Thus, service users can get the main priority and support from various factors, including:

- a. Service organization culture that prioritizes the interests of the community, especially service users
- b. Service systems in service delivery organizations
- c. Service user-oriented human resources

Good service can be realized if service users or the community as customers are placed in a center that gets support from an organizational culture oriented to the community's interests, such as vision and mission, commitment, and division of labor. In addition, service users can get support from a community-oriented organizational service system. In this case, it is easy for the

community to get services such as technology and the clarity of an organizational procedure that does not make it difficult for the community.

For this reason, the leading infrastructure key to implementing the Public Service Mall includes representative buildings, servers, service stands, integrated computer networks, independent platforms, and information media. As the third generation of integrated public services, a Public Service Mall must be able to improve the previous integrated service (PTSP). In this case, the utilization and creation of a system to simplify the service mechanism must be carried out. Public Service Mall must remain its good service. The Batu City Communication and Information Office is the leading system and network infrastructure facilitation sector. Of course, it considers the service mechanisms in each Regional Apparatus Organization. So far, the one-stop integrated public service is under the authority of the Investment and One-Stop Integrated Service and Employment Service. As a Regional Apparatus Organization in charge of licensing for One-Stop Integrated Services, it is a government agency that is the goal of the community in managing specific permits and services.

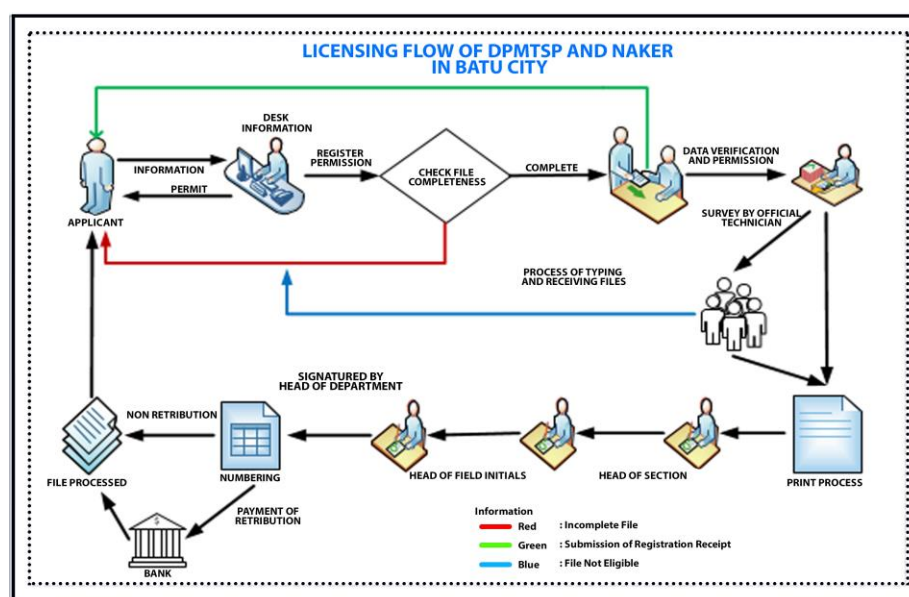


Figure 5. Investment and One-Stop Integrated Service and Employment Service Licensing Flow in Batu City

Source: Primary data collection

Based on Figure 5, the flow is quite long, and not all people who care about licensing understand it. In addition, the imperfect socialization process impacts the flow of information regarding licensing procedures and services. In specific licenses, from the licensing process, surveys, and issuance of permits, it takes quite a long time because coordination between offices in the One-Stop Integrated Services technical team requires coordination. Furthermore, information and communication technology has not been widely used in licensing at One-Stop Integrated Services. Suppose ICT can be used correctly, then services can be optimized. The creation and mechanism of information technology service systems need to improve public services. If the Batu City government already has a service application, it needs to be developed and optimized.

The service flow previously long through the Public Service Mall must be simplified by integrating service mechanisms and systems. The following pestles can be developed in implementing the Public Service Mall.

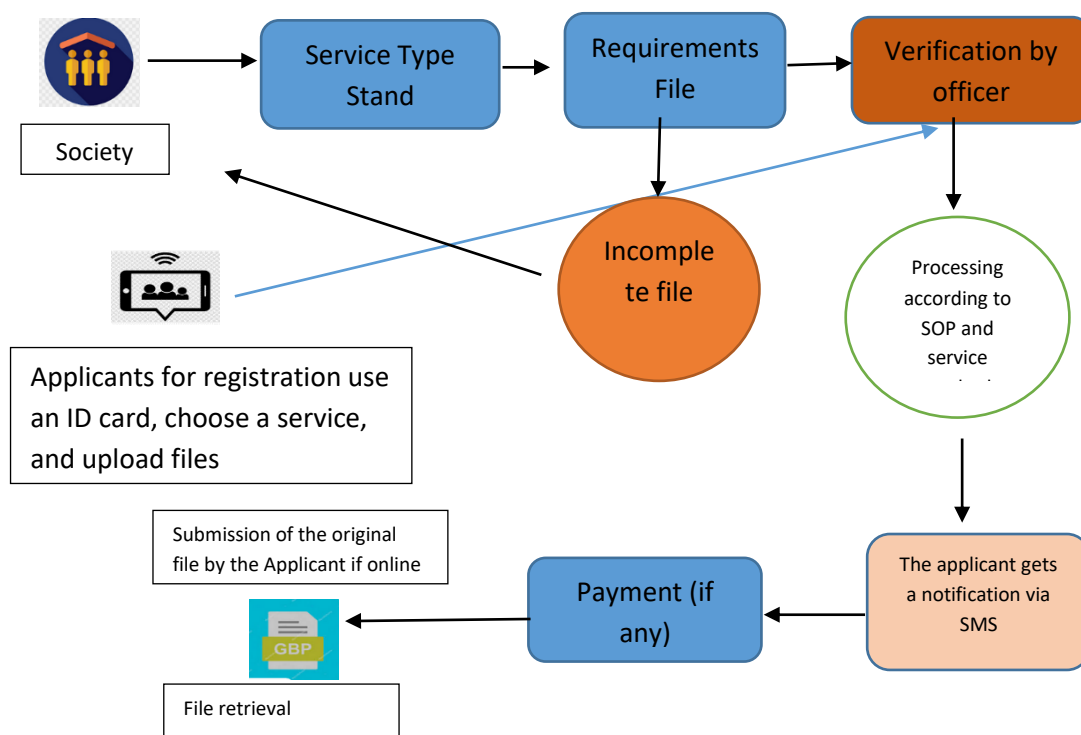


Figure 6. Flowchart model of Public Service Mall Service (Manual and Semi online)

Source: Author's Analysis

Based on Figure 6, the management of services at the Public Service Mall can use online and direct dating. It depends on the type of service and the agency that serves. Some services, such as ID cards, and family cards, which should be online, can be done online, and the public can upload files independently and wait for the verification results. If it is complete, it will be processed, get the file, notify the collection date, and bring the original file uploaded.

Human Resources Management

The Public Service Mall is a renewal and a strategic step in improving public services combined with information technology. However, the regulation regarding Human Resource Management, especially the implementing apparatus, must be considered. Human Resources in public services have a reasonably significant role and influence. First is the role of operating the system under a framework oriented towards public services, and second, it indirectly affects the community's service process or mechanism. Thus, human resources in the Public Service Mall must adhere to integration, efficiency, coordination, accountability, accessibility, and convenience.

Therefore, in the arrangement of Human Resources (HR) / Public Service Mall employees, especially those placed at the administrative service counter, the personnel are the responsibility of each service provider agency. Each agency can send 2-3 people to become stand officers. Seventy-two (72) officers consist of internal Batu City government agencies, State-Owned Enterprises, Regional-Owned Enterprises, and private agencies, not including other supporting officers. The 72 front officers get their capacity development through training excellence service, which is the responsibility of the One-Stop Service Investment Office.

Furthermore, the success of the Public Service Mall in providing convenience and comfort in service heavily depends on the quality of the Human Resources (HR) or personnel placed. In quantity and the level of education of human resources in Batu City is quite representative of Public Service Mall.

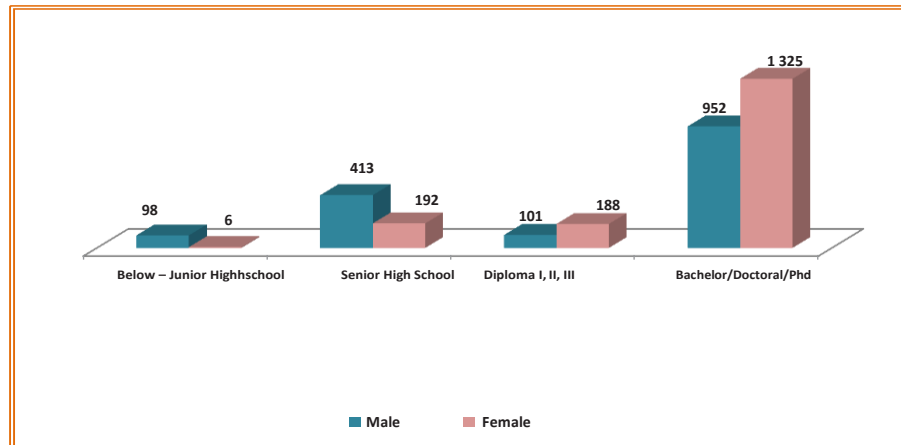


Figure 7. Number of Civil Servants by Education Level in Batu City (BPS Kota Batu, 2020)
Source: Batu City Personnel and Human Resources Agency

On the other hand, 505 non-civil servants in Batu City work as officers stationed at the Public Service Mall. The next thing remains whether those who are placed at the service counter officers are non-civil servants while the civil servants work in the back office, the determination of which depends on the technical design of the management of the Public Service Mall formed by the One-Stop Integrated Service Investment Office of Batu City.

Furthermore, regarding service front line officers who are placed by Regional Apparatuses who provide services to the Public Service Mall, the administration of personnel is also the responsibility of each agency following the Minister of Administrative and Bureaucratic Reform, including the organization of services provided by the private sector, regionally owned enterprises, and business entities—owned by the State, Provincial Government and Central Government. Meanwhile, apart from the counter and administrative officers, it is the responsibility of the One-Stop Integrated Service Investment Office, the coordinator of the Public Service Mall.

HR is a service spearhead in direct contact with the community, so it must be able to provide professional and excellent service. For this reason, the determination of employees placed in the Public Service Mall must be based on professional knowledge, expertise, skills, attitudes, and behavior.

There is a transfer of new information technology and new habits for employees in the Public Service Mall, continuous technical training, mentoring, and evaluation are needed. Technical training related to information technology in providing services plus operational work standards that every employee must carry out. Assistance is needed to ensure the transformation process in Public Service Mall services optimally runs because there may be obstacles, especially those experienced by employees and evaluation functions, to provide a quick response to repair problems.

CONCLUSION

This article aims to provide an initial framework for policymakers as guidance for developing integrated public services, in the case of Batu City Public Service Mall. As a city experiencing rapid economic growth due to the tourism industry, Batu City needs public services emphasizing integration and inclusiveness. However, since it is still planning and maturing, this article only focused on the initial framework process, so the approach used was a preliminary study. Researchers identified the types of services integrated into the Public Service Mall Kota Batu. The result was that 130-140 services originated from local, provincial, and private government agencies that could be included in the Public Service Mall from the previous 118-130 services under One-Stop Integrated Services.

The researchers explained the preliminary study framework by focusing on three critical points; The first is the institution: The Public Service Mall institution remains under the supervision of the Regional Integrated Service Investment Office following the Regulation of the

Minister for Administrative Reform and Bureaucratic Reform Number 23 of 2017 concerning the implementation of Public Service Malls. The One Integrated Service Investment Service can also determine service standards, SOPs, and rules in the Public Service Mall. The second is management; Service Mall operation requires physical and network infrastructure in the service process to summarize service time and speed. The third is HRM; the HR department needs to be concerned for policymakers to adjust the competency skills needed in the Public Service Mall. Regardless of the technology used, humans remain essential to the service as implementers and control systems.

Exploring the experience of Batu Integrated Services, this study implies that scholars and practitioners must pay attention to three critical aspects (institutional, management, and HRM) to develop or transform public services into a Public Service Mall. These three aspects are the antithesis of technology, which policymakers always emphasize in improving public services so that the process of improving public services is a modification of the technology system used and the existing conditions of the three aspects.

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