

Conference

Adoption of Public Service Mall in Kebumen Regency

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Abstract. The government improves the quality of public services by creating innovations. Through KEMENPANRB, the government created the Public Service Mall (MPP) innovation. Kebumen Regency is one of the areas that has the MPP. This study aimed to describe the MPP's innovation in Kebumen by using Rogers' innovation attributes. This study used descriptive qualitative methods. Data were collected through interviews, observation, and documentation. The validity of the data was evaluated through triangulation of sources. The results showed that the MPP innovation in Kebumen fulfilled 5 of Rogers' innovation attributes: 1) relative advantage, the innovation reduced the costs incurred by the community in obtaining services and made services more effective and efficient; 2) compatibility, the MPP followed previous innovations, aligned with the needs of the community, and did not conflict with existing values and norms; 3) complexity, the MPP was associated with a lack of certified human resources, public understanding of IT and socialization about the MPP, but this did not hinder the running of the MPP services; 4) triability, the service was opened a few days before being inaugurated; and 5) observability, the MPP showed a positive impact where the community became more enthusiastic in managing public services.

Keywords: innovation, public service, public service mall, Rogers' innovation attributes

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1. Introduction

The reforms have contributed to significant changes to the Indonesian government system from being centralized to decentralized. The purpose of the regional autonomy system is to improve public services, accelerate regional economic growth, develop democratic community life, encourage community empowerment by increasing community creativity (1,2). Regional governments can also have more opportunities in responding to global developments. in the context of advancing and developing all sectors of community life through the implementation of public services in the regions following their needs and local wisdom.

The government as a public service provider must be able to improve public services, one of which is by creating an innovation. Innovation in public services is very important

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to do to increase people's satisfaction with public services. Public service innovation in improving the quality of public services has been previously regulated in the PANRB Ministerial Regulation Number 30 of 2014 concerning Public Service Innovation. The regulation explains that to achieve the implementation of the bureaucracy, it is necessary to accelerate the improvement of the quality of public services, therefore efforts are needed to develop public service innovations with the guidelines set out in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform (KEMENPANRB).

The innovation process has the goal of increasing administrative capacity, improving public management, and creating effective and efficient governance. In the perspective of public administration, there are four paradigms, namely: *Old Public Administration*, *New Public Administration*, *New Public Management*, and *New Public Services*. Innovation in the *New Public Service* period is very important. In the *New Public Service*, innovation is holistic and integral and aims to fulfill the public interest. Unlike the other paradigms, where innovation is considered less important and is only used to increase effectiveness and efficiency in running the system. Through the *New Public Service*, the principles of innovation see the public as a whole and humanist, not seen as customers nor seen as economical and selfish outsiders who are the targets of the bureaucracy (3).

The latest innovation made by the government in realizing good public services is the creation of the Public Service Mall. The implementation of Public Service Malls (MPP) is regulated in the Regulation of the Minister of PAN RB Number 23 of 2017 concerning the Implementation of Public Service Malls. By the end of 2020, 29 MPPs have been built in various districts/cities in Indonesia (4).

In Central Java, the districts/cities that have established MPPs are Banyumas Regency, Kebumen Regency, Batang Regency, and Surakarta City. MPP is the right solution to provide convenience, speed, and affordability for the public in accessing services. With the establishment of the MPP, it is expected to be able to improve the standards of public services in each region.

The MPP in Kebumen Regency was inaugurated on December 20, 2019. The inauguration of the MPP in Kebumen Regency shows the seriousness of the local government in improving the quality of excellent service. With the integrated service in the MPP, the hope is that the number of people served will be even greater. This study looks at aspects of public service innovation in the MPP Kebumen Regency. The study of innovation in this study uses Roger's analysis of public service innovation which emphasizes the analysis of innovation attributes as part of the novelty of research. In

this study, the researchers gave the title "Innovation of the Kebumen Public Service Mall in Kebumen Regency (Study of Innovation Attributes with Everett M. Rogers Theory)". Rogers' theory was chosen by the author because it measures the speed at which the innovation adoption process of Public Service Malls is measured by using Rogers' innovation attribute theory which includes *relative advantage*, *compatibility*, *complexity*, *trialability*, and *observability*.

Rogers (5) in his book entitled "*Diffusion of Innovations*" tries to explain how an innovation is adopted by someone. Innovation by Rogers has the term "*an idea, practice, or object that is perceived as new by an individual or other unit of adoption*" which may mean that innovation is an idea, action, or object that is considered to be new by a person or group of people for adoption. The diffusion of innovations offers three valuable insights into the process of social change (5):

- a. What qualities make innovation spread successfully.
- b. The importance of conversations and networking of related colleagues.
- c. Understand the different needs of each user.

Therefore, in this theory, innovation is a new idea or discovery that adapts to the needs of individuals and groups. A standard classification scheme is needed to describe the perceived attributes of an innovation universally. Five attributes of the innovation are a *relative advantage* (relative advantage), *compatibility* (compatibility), *complexity* (complexity), *liability* (ability test), and *observability* (powers of observation) (5).

a. *Relative Advantage* (Advantage Relative)

The relative advantage in innovation has a greater meaning than the advantage derived from the innovation compared to the idea or ideas it replaces. According to Rogers et al. (5) the relative advantage is usually measured using the following indicators:

- 1) Profitability/economic profit
- 2) Social benefits (non-profit) include the effectiveness and efficiency of innovations and user satisfaction of innovations. The more profitable, the faster the innovation will spread (5).

b. *Compatibility* (Compatibility)

Compatibility in innovation means the conformity of the innovation with the existing values and norms that are believed by the adopters. If innovation is judged following the values and norms of the adopter, then the innovation will be easier to accept than the innovation that is considered not following the values and norms of the adopter.

According to Rogers (5) to find out whether or not the innovation of the Public Service Mall (MPP) is compatible, it can be seen from

- 1) pre-existing ideas,
- 2) Compliance with client requirements,
- 3) Conformity with existing values and beliefs.

c. *Complexity* (Complexity)

Complexity in innovation means how much difficult it is in understanding and implementing innovation for adopters. The easier it is to use an innovation, the easier it is for an innovation to be accepted by adopters. To see the level of complexity that exists in innovation, it can be seen from the obstacles and problems faced in the implementation of innovation (6).

d. *Liability* (Ability Test)

Trialability in innovation means the extent to which an innovation can be tested. If an innovation has been tested and can be seen as having more advantages or value compared to previous innovations, then innovation will be more easily accepted by adopters. Therefore, innovations must pass the public trial stage where everyone or parties have the opportunity to see and test the quality of the innovation (6).

e. *Observability* (ability Observation)

The ability to observe in innovation means the extent to which the results of the innovation get the attention of others. The easier and innovation can be seen for its results and benefits, the easier it is for the innovation to be accepted by adopters (5).

2. Methods

The research was conducted in Kebumen Regency, precisely at the Kebumen Regency Public Service Mall. This research was conducted from March to May 2021. The primary data source in this study were employees of the Public Service Mall (MPP) at the Public Service Mall (MPP). Secondary data from this research is documentation from previous research related to public service innovation. The data collection technique used in this research is to use interview techniques with resource persons, direct observation, and documentation. This research uses the source triangulation technique and method triangulation. Source triangulation is done by digging the truth of information from data obtained from primary and secondary sources. Method triangulation is done by checking the results of research with data collection techniques through interviews, observation,

and documentation. The analytical model used in this research is the interactive analysis model proposed by Miles & Huberman. The interactive analysis model consists of three components, namely data reduction, data presentation, and drawing conclusions and verification.

3. Results and Discussion

This research on Public Service Malls (MPP) in Kebumen will be explained following what has been previously formulated, namely explaining the innovation of Public Service Malls in Kebumen Regency seen by studying the attributes of innovation belonging to Everett M. Rogers. Innovation can be said to be successful if the innovation can be accepted as providing benefits for its adopters. So, to be able to find out how fast the process of adopting the innovation of the Kebumen Public Service Mall is, the innovation attribute is used. The five attributes of innovation are relative advantage, compatibility, complexity, trialability, and observability.

1. Relative Advantage

The application of the innovation of the Public Service Mall in Kebumen Regency itself provides benefits for the people of Kebumen Regency to access public services. The relative profit level of the Public Service Mall can be seen by using indicators of profit in terms of economic and social benefits (non-profit). The more an innovation provides benefits, the faster the innovation can be accepted. In the Kebumen Public Service Mall innovation, several relative advantages can be obtained by adopters.

a. Economic benefits

From an economic point of view, the services at the Kebumen Public Service Mall are free of charge. As stated by Mr. Hadi as a Public Service Mall Employee

“In terms of costs, we are still the same as before, we don’t have any fees, it’s free except for levies and taxes. For IMB taxes (Building Permits) and permits for the use of regional assets, others do not”. (Interview Wednesday, April 28, 2021).”

The imposition of fees is only carried out on services that are advanced in nature, such as services for IMB (Building Permit) where the permit applicant is charged a fee according to the area of the building area. In addition to building permits, permits for the use of regional assets are also subject to fees, wherein applicants for permits are subject to retribution fees for the use of regional property or regional

assets. In addition, combining several services in one building can reduce the costs incurred by the community for trips to each required agency office.

b. **Social Benefits (non-profit)**

Public Service Malls also provide non-economic benefits, namely that existing services are much more effective and efficient. Where people no longer need to go to various office locations to provide services. People only need to come to one place and can access various services at once. Considering, before the existence of the Public Service Mall, the previous service, namely the One-Stop Integrated Service (PTSP) only provided several types of services from one agency, namely the Investment and One-Stop Integrated Service Office (DPMPTSP), while other services were at the respective agency offices. respectively. For example in taking care of building permits. In the permit to construct a building, the applicant performs the service process in two agencies, namely DPUPR and DPMPTSP. With the existence of this Public Service Mall, people only need to move to the counter they need without having to go to the office of each agency. This is certainly more effective and efficient if all services are carried out in one place or one building.

In addition, the innovation must be able to provide comfort to the recipient so that the recipient of the innovation can feel satisfaction in receiving the innovation. The Kebumen Public Service Mall provides a more comfortable service than the existing services. The physical advantages of this Public Service Mall are located in a strategic location, spacious building, neat and orderly service conditions, and adequate facilities. This certainly makes people feel more comfortable and more satisfied to provide services at the Kebumen Public Service Mall

2.] **Compatibility**

Compatibility or conformity in innovation has the meaning of whether an innovation is considered to be following the values and needs of the adopters. This is intended so that in the application of innovations they still maintain existing values and norms. In addition, the values and norms that existed in previous innovations were not simply thrown away. This research, which was conducted at the Public Service Mall, looked at the level of conformity of innovation with its conformity with existing values and beliefs, conformity with pre-existing ideas, and suitability with needs.

a. **Conformity with pre-existing ideas**

The Public Service Mall is the third generation service model after PTSP (One Stop Service). With the existence of this Public Service Mall, it is hoped that it

can provide an umbrella for the previous model. The Public Service Mall is a place where various public service delivery activities take place, in which there are integrated services from both the central and local governments, BUMN and BUMD, and the private sector to provide more effective and efficient services and comfortable service conditions. Therefore, the existence of a Public Service Mall does not necessarily turn off services that already exist.

b. Conformity to needs

The innovation of the Kebumen Public Service Mall is certainly following the needs of its users, both for the agency and the community. With the existence of the Public Service Mall, all public services are carried out in one place, making it easier for service providers to *crosscheck* if there is a misconception. The Public Service Mall is also following the needs of the community where the existence of this Public Service Mall makes it easier for the community to access services in a relatively short time where all services are in one place, are more cost-effective, and have clear service procedures. As expressed by one of the service users at the Kebumen Public Service Mall

"Yes, yes, that's according to my needs, because it's easier to take care of it if you used to have to go around looking for permits, now it's okay to just come here, you just have to move the counter" (Interview, Wednesday, April 28, 2021) .

c. Conformity with existing values and beliefs

When viewed following existing values and beliefs, the implementation of the Kebumen Public Service Mall is following the values that exist in the community and is following pre-existing regulations. It is proven that the innovation of the Kebumen Public Service Mall is following the values contained in several government regulations that have been mentioned in the research findings which consist of central government regulations and Kebumen district government regulations. The implementation of the Kebumen Public Service Mall innovation is also following the vision and mission of the Kebumen Regency, namely improving good governance through responsive bureaucratic services and the implementation of integrated e-gov and open-gov (Kebumen Regency Government, 2021)

3. Complexity

The aspect of complexity or in this research is seen from the obstacles faced by adopters during the implementation of the Kebumen Public Service Mall innovation. The higher

the level of complexity of innovation, the more difficult it is to adopt the innovation. Vice versa, the easier it is for innovation to understand it, the easier it is for an innovation to be adopted.

There are several obstacles faced in implementing the innovation of the Kebumen Public Service Mall, namely the *first*, the lack of HR (Human Resources) certified with SKA. Services provided at the Public Service Mall are currently *online*-based, so employee qualifications are important because employees are required to be able to adapt to existing updates. Following what was stated by Mr. Karyanto as the head of the non-business permit division of the Kebumen DPMPSTP.

"If the problem is related to human resources, yes. We do not yet have the term certified technical officer because in fact if the name is a technical officer or expert officer, you must have SKA (certificate of expertise). Because it's difficult now to hire certified employees." (Interview Thursday, April 22, 2021).

However, the lack of uncertified human resources does not hinder the services at the Kebumen Public Service Mall, because the ASN appointed as the licensing technical team is given training or education and training to equip ASN in integrated services held at the Kebumen Public Service Mall.

The *second* obstacle faced in the implementation of the Kebumen Public Service Mall is that several Kebumen people are not IT literate. This is certainly quite difficult for the community in managing permits and non-licensing. To overcome this, the Kebumen Public Service Mall provides assistance services where Public Service Mall employees help people who have difficulty accessing services by one of them helping *input* the data needed to take care of licensing and non-licensing into the existing system. As stated by Mr. Hadi as an employee at the Kebumen Public Service Mall.

"For the problems so far, thank God the service has been going well, it's just that the people of Kebumen are not all IT literate, that's why we have a help service here, so we can help people who can't enter there, we help input from the data. given or submitted by the applicant for such a permit." (Interview Wednesday, April 28, 2021).

Third, the obstacle faced in the implementation of the Kebumen Public Service Mall is that there are still some people who do not know about the Public Service Mall, where people can access several services at once in one place. Some people still take care of licensing and non-licensing in the offices of each agency. For this reason, Public

Service Malls often carry out socialization using publications about Kebumen Public Service Malls through online media such as websites, Instagram, Twitter, and others.

4. **Triability**

Innovation is considered to be well received by adopters if the innovation has been tested. Before the establishment of the Kebumen Public Service Mall, the Kebumen Regency Government conducted a comparative study to several areas that had already organized the Public Service Mall. As stated by Mr. Karyanto as the head of the non-business permit division of the Kebumen DPMPSTP.

“The MPP here is based on the results of comparative studies from other regions. We study it in Banyumas, an area in East Java, there are many of them.” (Interview Thursday, April 22, 2021).

Of course, by conducting comparative studies to other regions, the Kebumen Regency government will add references to realizing excellent service. In addition, the trial of the Kebumen Public Service Mall was carried out by opening the service for several days before it was finally inaugurated. This trial was carried out by all services from each agency in the Kebumen Public Service Mall. As stated by Mr. Hadi as an employee at the Kebumen Public Service Mall.

“The trial is that we open the service before it is inaugurated. Indeed, before launching, we tried to collect all the services here, for example, what kind of services were we previously tested and it was carried out by all the services here.” (Interview Wednesday, April 28, 2021).

5. **Observability**

Observability is the stage where the results of innovation can be observed by others. In this case, it is seen whether innovation can produce a better impact when compared to the previous idea. Therefore, routine *monitoring* and evaluation of services at the Kebumen Public Service Mall is carried out. This is following what was stated by Mr. Hadi as an employee at the Kebumen Public Service Mall.

“Routine evaluations are carried out daily, so we evaluate for permits from visitors, how many permits will be issued, how many, all the counters must report every day, there is an evaluation of each counter. When there is something, it will be conveyed immediately.” (Interview Wednesday, April 28, 2021).

This monitoring and evaluation are carried out to see the development of existing services at the Kebumen Public Service Mall. So that if there are shortcomings from this

innovation, improvements can be made in the future. Routine evaluation is carried out by looking at how many visitors there are and how many permits are issued at each counter in the Public Service Mall every day. In addition, the public can also provide an assessment of the services available at the Kebumen Public Service Mall. With this, the Kebumen Public Service Mall in its implementation continues to make improvements to be able to provide maximum service to the community.

The impact of holding a Public Service Mall can also be seen from the increasing satisfaction and enthusiasm of the community where the existence of this Public Service Mall greatly facilitates the community in processing permits and non-licensing because people only need to visit one place to get the various services needed. This is also supported by the statement of Mr. Karyanto as the head of the non-business permit division of the Kebumen DPMPSTP.

"The impact is that the enthusiasm of the community to take care of permits is getting better and more and more because it is easier." (Interview Thursday, April 22, 2021).

In addition, with complete facilities and a large space, people feel more comfortable doing services at the Kebumen Public Service Mall. The innovation of this Public Service Mall also has a positive impact on existing services in Kebumen Regency.

4. Conclusion

Based on the results of the research conducted, it can be concluded that the innovation of the Public Service Mall in Kebumen Regency can be said to be good because it has fulfilled the five innovation attributes, including

1. In terms of *relative advantages*, the Kebumen Public Service Mall has the advantage that the existence of a Public Service Mall can reduce the costs incurred by the user community to obtain and access licensing and non-licensing services. In addition, with the existence of the Public Service Mall, services in Kebumen Regency become more effective and efficient where services are carried out in one building.
2. In the *Compatibility* attribute, the Kebumen Public Service Mall innovation is following the previous idea or innovation, namely PTSP (One-Stop Integrated Service). The Public Service Mall is an extension of integrated services, therefore this innovation can cover the previous model without turning off existing services.

3. In the *Complexity* attribute, the innovation of the Public Service Mall in Kebumen Regency does make it easier for the community to get and access services.
4. On the *Triability* attribute, the Public Service Mall in Kebumen Regency has previously conducted comparative studies to Public Service Malls in other areas. In addition, the Public Service Mall also conducted a trial by opening the service for several days and conducting routine evaluations before it was finally inaugurated.
5. On the *Observability* attribute, Public Service Malls in Kebumen Regency have a positive impact on existing services in Kebumen Regency. Public services in Kebumen Regency are better than before. In addition, the enthusiasm of the community in processing permits and non-licensing is increasing. With this visible impact, the Kebumen Public Service Mall innovation can certainly be well received by the community.

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