

Analysis of the Impact of D-PSM (Digital Public Service Mall) Innovation in Bangkalan on Enhancing Responsiveness, Neutrality, Accountability, & Legal Compliance as a Representation of NWS (Neo-Weberian State)

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Abstract. This study analyzes the impact of the Digital Public Service Mall (Digital Public Service Mall/D-PSM) innovation implemented in Bangkalan Regency on improving the quality of public services, particularly in terms of responsiveness, neutrality, accountability, and legal compliance as core principles of the Neo-Weberian State (NWS). The D-PSM innovation was developed to modernize public service delivery through digitalization by integrating various administrative services from multiple agencies into a single, accessible, and efficient digital platform. This study employs a qualitative descriptive approach using secondary data sources, including official government reports, internal evaluation documents, policy regulations, and relevant academic literature. The findings indicate that D-PSM has significantly improved service accessibility, processing speed, and transparency, thereby reducing bureaucratic complexity and enhancing public trust. The implementation of digital systems has also strengthened accountability mechanisms through traceable service processes and standardized procedures. However, the study identifies persistent challenges, particularly related to limited internet connectivity, uneven digital literacy, and unequal access to services in remote and rural areas of Bangkalan Regency. Despite these constraints, official evaluations by the Ministry of Administrative and Bureaucratic Reform (Kemenpan-RB) categorize D-PSM Bangkalan as “active,” reflecting positive institutional performance. This study concludes that D-PSM represents a meaningful step toward NWS-oriented governance and recommends strengthening digital infrastructure, expanding technical capacity, and improving inclusivity to achieve a more responsive, neutral, and accountable public service system.

Keywords: Accountability; Digital Innovation; Neutrality; Public Service Mall; Responsiveness.

INTRODUCTION

Governments around the world face challenges and the need to reform their governance systems to provide effective and accessible services, information, and knowledge through information and communication technology. Advances in technology, or science and technology, from 4.0 to 5.0 have resulted in both conscious and unconscious dependency in various fields, including public services. Developments in information and communication technology serve as a driving force accelerating electronic administrative information (Budiyanto & Ahmad Taufik, 2025).

Integrated services originated with the One-Stop Integrated Service (PTSA), which then evolved into the One-Stop Integrated Service (PTSP). Further developments emerged in the form of the Public Service Mall (MPP), a recent innovation designed to improve the quality and efficiency of public services across the board (Faiqoh Darojatul Ulya & Dra. Meirinawati, 2023).

The trajectory of integrated public services in Indonesia began with the One-Stop Integrated Service (PTSA), which evolved into the One-Stop Integrated Service Office (PTSP). A more recent development is the Public Service Mall (MPP), an innovation designed to comprehensively improve the quality and efficiency of public services (Faiqoh Darojatul Ulya

& Dra. Meirinawati, 2023). This development aligns with the central government's authority and its cooperation with local governments to implement science and technology-based governance, as mandated by Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for e-Government Development (Obed Timothy Hutajulu dkk., 2023).

Judging from the development of technology that is still not global, public services are considered still weak in terms of service acceleration, so the administration of government faces a negative image in terms of public welfare related to administrative needs. The context of public services is not only related to comfort, but also requires increased speed so that people do not spend too much time managing state administration. Quality improvements include speed, transparency, convenience, and security in aspects of public services such as state administrative permits like KTP, KK, BPJS, Taxes, and others.

Innovation is a crucial element required by any organization providing services in the public sector. Government agencies, as service providers, must innovate to improve the quality of service to the public. However, various challenges persist in the activities and procedures involved in service provision. Several local governments compete and strive to provide the best possible service to the public. These efforts often fall short of optimal results, sometimes leading to a lack of solutions and complications in service delivery.

Public Service Mall or abbreviated as MPP is a place where various activities of public service providers for goods, services, and administrative tasks are carried out, representing the development of integrated service functions at both central and regional levels (Syaini & Masruri, 2025). Public service is one of the important elements in the government system that reflects the quality of state governance (Syahran Asrof dkk., 2025). An efficient, transparent, and responsive government toward community needs can increase public trust and encourage socio-economic development (Syahran Asrof dkk., 2025).

In public service, public satisfaction is fundamentally an indicator of the quality of service provided by the public sector to the community (Saputri & Suryani, 2025). Satisfaction can be achieved if recipients receive services that meet their needs and expectations. However, discrepancies often occur between expectations and actual outcomes, resulting in service quality frequently falling short of public expectations.

Based on Law No. 25 of 2009, public service is defined as a series of activities to fulfill service needs in accordance with legislation for every citizen and resident for goods, services, and/or administrative services provided by public service providers (Citra Dwi Seftia, 2022 in Adinda Khairinnisa dkk., 2023). This is reinforced by the Regulation of the Minister of Administrative and Bureaucratic Reform (MENPAN-RB) No. 23 of 2017 concerning the Implementation of Public Service Malls. The existence of Public Service Malls (MPP) as a solution aims to realize quality services through integrated public service management in one place with various types of services (Riska Kiswatun Sajidah dkk., 2024).

The author found several problems with public services at the Bangkalan Regency Public Service Center (MPP). Some residents complained about the lack of timely service from related agencies due to computer errors, attitudes, attention, actions, long queues, and the responsibility of service providers. Inadequate infrastructure, such as overheating complaints, was also cited. All these issues impact the public's perception of the services provided. This is reinforced by various reviews of complaint reports from residents who experienced public

services at the Bangkalan MPP on the website (<https://share.google/EmxtAsQty0sRZEraN>).

This situation gave rise to digital public service innovations intended to help improve and enhance public services. The author is interested in raising the title *Analysis of the Impact of D-PSM (Digital Public Service Mall) Innovation in Bangkalan on Increasing Responsiveness, Neutrality, Accountability, & Legal Compliance as a Representation of NWS (Neo-Weberian State)*. According to the author, this title is very interesting because it reveals the extent to which the public benefits from the convenience of services resulting from the digital public service mall innovation in Bangkalan Regency, which is the focus of this research.

MATERIALS AND METHOD

This research uses a qualitative approach with a literature review method. This method is related to theoretical studies and several references from existing scientific literature. Data sources obtained come from journals and review data. The author's objective in using the literature review method is to describe and analyze the implementation of digitalization in the Public Service Mall of Bangkalan Regency. This research focuses on optimizing the implementation of digitalization in each existing service agency. Data collection in this study was carried out through written documents that are useful to complement other data. The data obtained are secondary data that are useful in answering the research questions. The data presented are statements regarding the situation of the research object and service recipients.

RESULTS AND DISCUSSION

D-PSM (Digital Public Service Mall) as a Representation of NWS

As stated in Bangkalan Regent Regulation Number 10 of 2020 concerning the Implementation of Public Service Malls in Bangkalan Regency in Chapter 1 Article 1 paragraph (8) explains that Public Service Malls, hereinafter abbreviated as MPP, are places where activities or activities for organizing public services for goods, services and/or administrative services take place which are an extension of the integrated service functions of both central and regional levels, as well as services of State-Owned Enterprises/Regional-Owned Enterprises/Private Enterprises in order to provide fast, easy, affordable, safe and comfortable services.

The Digital Public Service Mall (D-PSM) in Bangkalan Regency represents a tangible manifestation of public service transformation through the integration of various administrative procedures into a single, integrated digital system, from business permits and population document issuance to social services and professional permits. With the presence of D-PSM, the public can access all these services easily and quickly without having to visit multiple agency offices, reflecting a modern, inclusive, and responsive approach to public service.

Within the framework of the Neo-Weberian State (NWS), the role of the state is reconstructed no longer as a rigid and closed bureaucratic machine, but as a modern institution that upholds legal and institutional hierarchies, while implementing a professional, results-oriented approach and focusing on the needs of society.(Bouckaert, 2023)

Thus, D-PSM as an e-government platform embodies the NWS principle when it is able to provide fair and equitable public services, transparently, and strengthen the efficiency and

accountability of the apparatus through data integration, implementation of the Single Sign-On (SSO) system, and simplification of procedures as observed in research in West Java Province related to the implementation of the Digital MPP (Rina Wahyuni, 2024).

The Success of the D-PSM (Digital Public Service Mall) Innovation in Improving the Quality of Public Services

In the context of public service transformation, *the Digital Public Service Mall* (D-PSM)/Digital MPP of Bangkalan Regency has successfully implemented a one-stop shop for integrated services, significantly accelerating public administration processes. By integrating licensing, population services, and other administrative aspects into a single digital platform, the public no longer needs to travel between agency offices, while also shortening the application processing time.

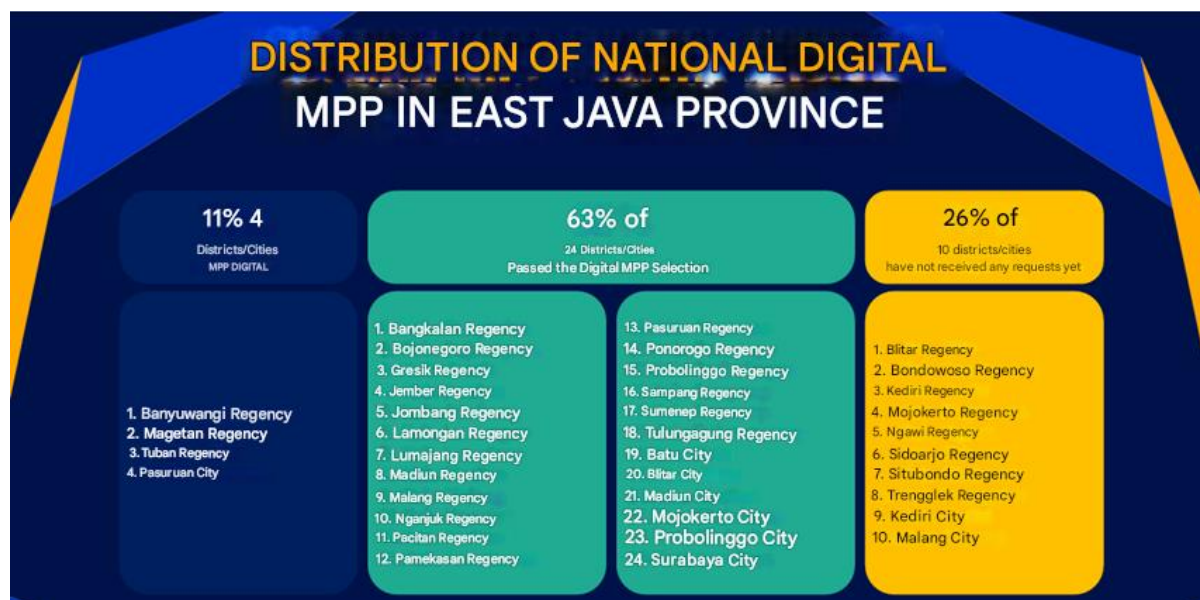


Figure 1 Distribution of National Digital MPP in East Java Province.

Source: <https://dpmptsp.jatimprov.go.id/wp-content/uploads/2024/12/MPP-Digital-Mercure.pdf>

Internal evaluation and the official launch report stated that the Bangkalan Digital MPP was able to handle hundreds of service requests and successfully entered the “active” category in the Kemenpan-RB assessment, becoming concrete evidence of increased accessibility and efficiency of public services through digitalization (Eko Dian Wahyudi, 2025). The operational success of MPP Digital is also reflected in specific innovations such as the e-KTP service and other population processes implemented through the Service Mall. Based on local case studies, the implementation of the one-day service model and digital queuing system has successfully reduced wait times and increased user satisfaction.

However, academic research using the SERVQUAL gap analysis approach indicates a

gap between public expectations and actual service performance. However, this does not diminish the importance of the findings. The D-PSM innovation has brought tangible improvements, which need to be further enhanced through a more aggressive approach to outreach, technical capacity building, and human resource development to ensure the benefits of digitalization are felt equally by all levels of society (Siska Amelia Fitri & Galih Wahyu Pradana, 2022).

The main challenges in implementing D-PSM (Digital Public Service Mall)

Although D-PSM has been officially launched in Bangkalan and is believed to improve public services, its implementation still faces challenges such as internet connectivity, which makes access to digital services unequal for all citizens, especially for those in remote areas or with limited resources.

According to (Info Publik, 2025) the explanation, although the evaluation results from the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB) indicate that the Bangkalan Regency Digital MPP is in the active category with quite good results, the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB) still recommends that the local government increase outreach and assistance to the community regarding the use of the Digital MPP. This is done because it is crucial to increasing awareness and accessibility of digital services for the Bangkalan Regency community.

Thus, the Bangkalan district government is committed to continuing to develop and optimize MPP Digital services as a form of digital transformation in public services. The goal of this innovation is to improve public service facilities at the Public Service Mall in accordance with the recommendations of the Indonesian Ombudsman, one of which is the importance of improving service systems, both digitally and manually. Services should be accessible online by the public. Furthermore, it is also important to provide a physical guidebook or manual for those unfamiliar with digital services, as not everyone can access information online. This effort is intended to improve and enhance services to the public, thus optimizing service delivery. Thus, the innovation of a digital-based public mall is a concrete manifestation of the transformation of public services in Bangkalan Regency as a form of government responsiveness to the public.

CONCLUSION

The Digital Public Service Mall (D-PSM) in Bangkalan Regency represents an innovative digital integration of various administrative services aligned with Neo-Weberian State (NWS) principles, aiming to enhance efficiency, transparency, and responsiveness in public service delivery. As a digital extension of the Public Service Mall (MPP) model, the D-PSM consolidates services like licensing and population administration into one platform, facilitating faster and easier access for citizens. Despite its official active status according to the Kemenpan-RB, the D-PSM faces significant challenges, notably digital infrastructure gaps and internet connectivity issues that hinder equitable service access, especially for remote and under-resourced communities. Local government efforts focus on system improvements, outreach expansion, and manual assistance to ensure the D-PSM fulfills NWS values of responsiveness, neutrality, accountability, and legal compliance. Future research could explore

the effectiveness of these interventions and develop strategies to overcome digital divides, assessing how digital public service innovations can be optimized for inclusivity and sustained community trust.

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