

The Responsibility of Public Service Mall In Central Bengkulu Regency

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Abstract

Public service is one of the important components in regional development. The Public Service Mall (MPP) in Central Bengkulu Regency was established to improve access and the quality of services to the community by integrating various public services in one location. In line with this, this research aims to understand the responsibility of the MPP in Central Bengkulu Regency in providing services to the community. This study uses a qualitative descriptive approach with interview and observation methods. The data sources consist of MPP employees and the community members who use the MPP services in Central Bengkulu Regency. Data analysis is conducted using thematic analysis to identify the factors influencing service responsibility. The results show that the level of responsibility among MPP employees is quite good. Some employees demonstrate a high level of responsibility, while others require improvement. Factors influencing the responsibility of MPP employees include competence, training, work culture, and facilities provided by the MPP. The community's perception of the services provided by the MPP is generally positive; however, there are some suggestions for improving service quality, especially regarding waiting times and clarity of information. This study concludes that the responsibility of MPP employees is influenced by various factors, including competence, training, work culture, and facilities. To improve service quality at the MPP, more intensive training programs, enhanced interagency coordination, and better facilities are needed.

Keywords:

Responsibility, Public Service Mall, Service Performance

Introduction

Public services basically involve very broad aspects of life. In national life, the government has the function of providing various public services needed by the community, starting from services in the form of regulations or other services in order to meet the needs of the community in the fields of education, health, utilities and others. In order to meet the basic needs of every citizen for goods, services, and services, this is further emphasized by the 1945 Law which mandates the state to meet the basic needs of every citizen for welfare, so that the effectiveness of a government is largely determined by the good and bad implementation of public services. In this case, the responsibility of the state is how to strive for all the prerequisites, conditions and facilities and infrastructure that support the achievement of public welfare. In the concept of public service, based on the Decree of the Minister of State Apparatus Empowerment Number 63 of 2003 concerning guidelines for the implementation of services, there are principles of public service including simplicity, clarity, legal certainty, accuracy of public service products, security, responsibility, completeness, facilities and infrastructure, ease of access and place, discipline, politeness, friendliness, and also comfort of service. Based on this decision, it can be said that the service principle above is one of the references in the implementation of services to the community which is also a benchmark for the effectiveness and efficiency of a public service.

The above regulation underlies the stipulation of Law Number 25 of 2009 concerning public services which provides an explanation of public services in Article 1 "public services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public organizers. From several legal bases that are the reference for the implementation of public services above, it is clear that public services do not only store instruments for the continuity of bureaucracy to fulfill state obligations, but more than that, that public services are the basic essence in realizing social justice as mandated by the constitution. So in the context of organizing public services, the state as the main actor responsible for efforts to fulfill public rights. Post-bureaucratic reform is often echoed related to changes in the state administration system, one of which is the change from centralization to decentralization through regional autonomy policies. Decentralization in the context of governance in Indonesia is considered appropriate with the assumption that local government organizations or regional governments are more aware of the real conditions and needs of the local community, and it is impossible for the central government to be able to manage all the interests and affairs of the community that are so complex. As stated by Denhardt & Denhardt in (Hardiansyah. 2018:1) states that: Since the regional autonomy policy was implemented, public services have been widely discussed, because public services at that time were a variable that was a measure of the success of the implementation of regional autonomy. If the public services carried out by the regional government are good/quality, then the implementation of regional autonomy can be said to be successful.

In addition to being a necessity for the government/regional government to improve the quality of various services provided to the community, the issue of the quality of public services is also triggered by the influence of changes in the paradigm of administrative science, including global changes that occur in various fields of life and in various parts of the world. New Public Service (NPS) as the latest paradigm of state/public administration places public services as the main activity of state or regional administrators. One of the essences of the NPS principle is how public administrators articulate and share the interests (shared interests) of citizens. In line with the objectives of regional autonomy to improve services to the community, the enactment of Law Number 23 of 2014 concerning Regional Government as a legal basis for regulating the duties, authorities and responsibilities of the Regional Government as a unit of the National Government,

provides space for regions as autonomous regions. With the implementation of the regional autonomy policy, regional governments have the authority to manage their respective regional affairs, so that regional governments gain the flexibility to make their own decisions and align services with the needs of the local community.

Based on the explanation above, it can be said that with the regional autonomy policy, regional governments are expected to be wiser in using their authority as an effort to develop or improve the welfare of their respective regions. Because along with the development of the era, the purpose of decentralization has also developed not only to facilitate access, but also to present public service innovations according to the needs, capacity of each region to accelerate and improve the quality of public service delivery. The government's efforts to provide quality services are increasingly developing through various innovative policies. As the provision of various types of services quickly and easily in just one place called integrated services. Through the Regulation of the Minister of Administrative and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of Public Service Malls (MPP). In this regulation, the concept of a Public Service Mall is defined as a place where activities or activities for organizing public services for goods, services, and administrative services take place which are an expansion of the function of integrated services both central and regional, as well as services between the central government, regional governments, and the private sector in order to provide fast, easy, affordable, safe, and comfortable services. Considered as a step towards renewal for the public service system in Indonesia, MPP is considered more progressive in facilitating services from the central, regional, and private governments in one building.

Efforts to improve public services are proven by the construction of Public Service Mall infrastructure in each region that carries out tasks and functions in the field of investment and one-stop services. Since the policy was implemented in 2017, it has developed in a number of regions in Indonesia, in 2024 the increase in Public Service Malls continues to grow until now there are 206 Public Service Malls that have been inaugurated by KEMENPAN-RB in the Regency/City. The implementation of the Public Service Mall policy is not only a formality in the construction of buildings in each region, but is also maximally able to provide effective forms of service to the community. Of all the Public Service Malls in Indonesia, in Bengkulu Province there are now three Public Service Malls that are already operating. As recorded in Table 1.1 below:

Table 1. Public Service Malls in Bengkulu Province

No	MPP Name District/City	Address
1	MPP Harapan dan Do'a	Jl. Basuki Rahmat No. 40 Kecamatan Ratu Agung, Kota Bengkulu
2	MPP Maroba kite maju	Jl. Bengkulu-Kepahiang Km.10 Desa Nakau Kec. Talang Empat, Bengkulu Tengah
3	MPP Perigo Agung	Jl. Raya Muara Aman, Sukau Mergo, Kec. Amen, Kab. Lebong

Sumber: Website Resmi <https://menpan.go.id/>, 2023

The construction of the Public Service Mall in Central Bengkulu Regency is strong evidence of the Acting Regent of Central Bengkulu in an effort to provide excellent service to the people of Central Bengkulu Regency, in addition to being a form of implementation of bureaucratic reform and public services, this service mall is also one of the strategies of Central Bengkulu Regency to

improve the quality of public services in a sustainable manner, adaptive to the development of information technology, and integrated and integrated in providing fast, easy, affordable, safe and comfortable services for the community. The presence of this public service mall has also been responded to well by the people of Central Bengkulu. It was proven that on the first day of the opening of this Public Service Mall, the community was very enthusiastic about crowding the Public Service Mall building to get services, such as KTP, SIM, Immigration, BNN, Job Seekers, Samsat, Regional Taxes and so on. The management of the Public Service Mall in Central Bengkulu Regency is under the coordination of the Investment and One-Stop Integrated Service Office. Currently there are 22 agencies that have been operating consisting of 11 internal OPD agencies of the Central Bengkulu Regency Government and 11 external agencies, both vertical agencies, BUMD, BUMN and the private sector.

Table 2. Number of Agencies operating in the Public Service Mall in Central Bengkulu

No	Internal service group
1	Investment and One-Stop Integrated Services Agency
2	Badan Pengelolaan Pendapatan Keuangan dan Aset Daerah
3	Department of Population and Civil Registration
4	Department of Manpower and Transmigration
5	Department of Housing, Residential Areas and Land
6	Department of Public Works and Spatial Planning
7	public health Office
8	Regional Library and Archives Service
	Eksternal service group
1	BPJS health
2	ATR BPN Central Bengkulu
3	Central Bengkulu Police
4	Central Bengkulu PDAM
5	Bank Bengkulu
6	Central Bengkulu District Attorney's Office
7	Food and Drug Monitoring Agency (BPOM)
8	Badan Pusat Statistik (BPS)

Source: Central Bengkulu Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) (2024) processed.

From several agencies that are members of the Public Service Mall, Central Bengkulu Regency has 208 types of services recorded. With so many types of services provided in one room, of course it will make it easier for the public in all forms of licensing and non-licensing matters, but on the other hand, with the complexity of the services provided in one room, of course there are still various problems that occur in the implementation space in the Public Service Mall. From

several problems that occur in the Public Service Mall, it is related to the distribution of employees that is not optimal. resulting in several service unit locations being empty. So that in the end when there are people who want to make a service request at the Public Service Mall, they become a dilemma with the absence of employees at the counter of the agency they are going to.

Based on field observation sources, several service outlets were found to be still empty and several services were found to still depend on their parent agency. Given the purpose of the Public Service Mall being formed as an effort to offer convenience in obtaining services and acceleration in the public service sector by integrating each agency in one place. However, some permits still depend on the central office, so there is a delay in the process. There are still complaints that cause people who want to take care of their services to have to go back and forth from one place to another. This is one of the important points in the Bengkulu Tengah Public Service Mall. In taking care of all forms of government administration, it is required to have fast and easy services. But the reality in the field in carrying out the administrative service process, the public is still faced with a complicated system so that it takes a relatively long time to get service. In addition, the Human Resources (HR) of service providers must be able to keep up with the increasingly advanced era based on technology.

The service providers at the Bengkulu Tengah Public Service Mall are considered less qualified in utilizing technology, from several facts in the field showing that the staff who serve the service process are elderly and also do not understand the use of existing technology. In its implementation, public services will be successful if many people are helped with what they need. With the presence of the Public Service Mall in Bengkulu Tengah Regency, it is hoped that it will be able to provide effective services as a responsibility or responsibility of the government in meeting the needs of its people. This is based on its purpose, namely the effectiveness of the presence of the Public Service Mall itself in meeting the needs of the community. Based on the problems found, the researcher will focus on the responsibility for public services, with the research title "Responsibility of Public Service Malls in Central Bengkulu Regency" with a Study on Public Service Malls in Central Bengkulu Regency.

Literature Review

The definition of responsibility according to the administrative dictionary is a person's obligation to properly carry out what has been required of him. In addition, responsibility contains the meaning that even though a person has the freedom to carry out a task given to him, he cannot free himself from the results due to the freedom of his actions, and he can be sued to carry out what is required of him. According to Azheri (2012: 86), responsibility is something that is accounted for an obligation and includes decisions, expertise, abilities, and skills. The obligation is responsible for the laws that are implemented and to repair or otherwise provide compensation for any damage caused. Meanwhile, according to Pinto (Azheri 2012: 89), states that responsibility is indicated in the determining indicator of the birth of a responsibility, namely a standard that has been determined in advance in an obligation that must be obeyed. So, the principle of responsibility in the sense of responsibility emphasizes more on an act that must or must be done consciously and is ready to bear all risks based on the moral. In the sense of responsibility, if the responsibility has not been explicitly regulated in a legal norm. Responsibility parameters according to Jabra and Dwivedi in Widodo (2001) include:

1. Understanding of responsibility: In carrying out tasks, responsibility is human awareness of their behavior or actions, whether intentional or unintentional. Responsibility is also a form of awareness of the obligation to carry out their duties as well as possible. Understanding

responsibility is very important for public bureaucrats to carry out their duties in serving the community. Having an understanding of responsibility to carry out tasks will certainly help public bureaucrats determine what the main points of their duties are and what consequences will be received if the tasks given are not carried out in accordance with existing procedures.

2. Granting authority according to responsibility: Granting authority that is as great as its responsibility is one of the most important things for public bureaucrats to serve the community. The granting of authority that is in accordance with the responsibilities carried out is expected to be able to foster a sense of awareness of public bureaucrats to make the most appropriate decisions. Public bureaucrats have the right to make decisions or take action but still in accordance with the limitations and responsibilities they carry. In this study, the granting of authority based on the intended responsibility is the taking of action by MPP officers in providing public services in accordance with their respective divisions of duties. Performance evaluation: Performance evaluation is a method and process of assessing the implementation of tasks by a person or group of people or work units in a company or organization in accordance with performance standards or objectives that have been set in advance. Performance evaluation is the fairest way to provide rewards or awards to workers. The purpose of performance evaluation is to ensure the achievement of company goals and objectives and also to determine the company's position and the level of achievement of company goals, especially to find out if there are delays or deviations so that they can be corrected immediately, so that the targets or objectives are achieved. In this study, the existence of performance evaluation is expected to be able to assess the extent to which employees perform their duties and responsibilities to achieve the vision, mission and objectives of MPP in providing excellent public services.
3. Accurate, fair, and timely actions: Accurate, fair, and timely actions in the process of fulfilling the responsibilities carried out are other important things that must be done by the public bureaucracy, meaning that in the process of serving the community, the bureaucracy must be able to provide accurate actions according to the needs of the community, fair in providing services regardless of a person's social status, and on time without delaying the work or services provided so that customers feel satisfied with the existing services. In this study, accurate, fair, and timely actions from the Bengkulu Tengah MPP employees in carrying out their duties and responsibilities include providing the most appropriate services to the community without distinguishing between existing social statuses. People from close families or those who are not known have the right to receive equally good service, officers are expected to provide services according to their responsibilities.
4. Commitment from the leadership: Commitment from the leadership in a government agency is the key to creating quality public services. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization in order to achieve goals. Commitment in an organization includes elements of loyalty to the organization, involvement in work, and identification with the values and goals of the organization. Low commitment reflects a person's lack of responsibility in carrying out their duties. In this study, if we question commitment, it means the same as questioning responsibility. The Regent of Central Bengkulu is related to the delegation of authority (empowerment) to the Investment and One-Stop Integrated Service Office (DPMPTSP) concurrently Head of the Central Bengkulu MPP, or it could also be in the form of delegation of authority from the head of the regional apparatus organization (OPD) to delegate matters of permits and authority to his subordinates as a public servant in the Central Bengkulu MPP. In this concept, the leader is faced with a commitment to entrust tasks and responsibilities to subordinates. Conversely, subordinates

need to have a commitment to improve their own competence.

From the description above, it can be concluded that responsibility is a measure to see the government administrators carry out the authority given to them and do it in accordance with existing procedures and provisions. Public bureaucracy is said to be responsible if they carry out their duties as well as possible and not just carelessly, whether there is supervision or not, by deploying all their abilities effectively and efficiently. Public bureaucracy must have the ability and technical competence (capable and professionalism) in carrying out the duties, functions, and responsibilities they carry out.

Methods

To achieve maximum research results, a method is needed in conducting research. The research method is important in determining the direction of research in solving the problems studied. Therefore, in this study, the author will use a qualitative research method. As explained by (Iskandar, 2018 p. 11) The qualitative research approach is a process of research and understanding based on methods that investigate social phenomena and human problems. In this study, the researcher creates a complex picture, examines words, detailed reports and respondents' views and conducts studies in natural situations. Therefore, the type of research used in this thesis is qualitative descriptive research which makes several people and literature as sources that are considered important and relevant to the title of this thesis. Data collection techniques in this study use: interviews, documentation and observation. In this study, informants are divided into three, namely: (1) Key Informant: In this study, the key informant is the Head of Licensing and Non-Licensing Service Implementation. (2) Main Informant: In this study, the main informant is the Operator/Employee of the Public Service Mall Service. (3) Supporting Informants: In this research, supporting informants are people who use services at the Public Service Mall.

Results and Discussion

Th This research was conducted through several stages where the researcher conducted interviews, observations, and documentation. The method used in this study is a qualitative descriptive method, where in this study the research data is presented in the form of narrative text based on indicators to measure the Responsibility of Public Service Malls in Central Bengkulu Regency. The indicators that are then used to measure the responsibility of Public Service Malls in Central Bengkulu Regency in providing services to the community are by using the responsibility parameters according to Jabra and Dwivedi (Widodo, 2001) with the following results:

Understanding of responsibility in carrying out tasks

Public service is an activity or series of activities, in order to fulfill service needs, in accordance with laws and regulations for every citizen and resident, for goods, services, and/or administrative services provided by public service providers. Law Number 37 of 2008 concerning the Ombudsman also emphasizes that public services are also proof of the presence of the state for

its people. And as citizens, in relation to public services, every community certainly has rights and obligations for the provision of public services. The rights of the community that must be fulfilled by the state, as well as the obligations that must be fulfilled by the community to the state. Providing services that meet the established standards is indeed a part that needs to be considered. Currently, it is still often felt that the quality of minimum services is still far from the expectations of the community. Likewise with the MPP of Central Bengkulu Regency which is the first spearhead in providing services to the community. In serving the community, the MPP is also inseparable from problems related to relatively unsatisfactory service conditions. In this study, the indicator of Understanding the responsibility in carrying out the tasks in question is Having an understanding of the responsibility to carry out tasks will certainly help the public bureaucracy determine what are the main points of their duties and what consequences will be received if the tasks given are not carried out in accordance with existing procedures. Understanding the responsibility in carrying out tasks in this study is influenced by 2 (two) sub-indicators, namely Tasks and responsibilities and employee performance in carrying out tasks and obligations.

Understanding Duties and Responsibilities

Understanding and accepting responsibility for carrying out the tasks received by each employee is very important, because to achieve success from a goal, one must first understand what their responsibilities are. Based on information obtained by researchers from the results of interviews to understand more deeply about the duties and responsibilities of employees at the Public Service Mall (MPP) of Central Bengkulu. The results of interviews with several MPP officers revealed various important aspects that include the responsibilities and challenges they face every day. The officers of the MPP of Central Bengkulu Regency have the main task of providing excellent service to the community. They are responsible for ensuring that all services provided run in accordance with the established standard operating procedures (SOP).

In addition, they are also tasked with carrying out various administrative tasks such as recording, archiving, and reporting. In this task, it is important for officers to provide accurate and clear information to the public regarding the various types of services available at the MPP of Central Bengkulu Regency. Officers of the MPP of Central Bengkulu Regency have a great responsibility in maintaining the confidentiality and security of the public's personal data. They must also be able to handle complaints and questions from the public with professionalism and patience. Service efficiency is a priority, so officers strive to ensure smooth service processes by minimizing waiting times and increasing work efficiency. Coordination and collaboration between agencies are important aspects of the duties of MPP officers. They must work together with related agencies to ensure integration and harmonization of services. In addition, officers must also be able to coordinate tasks with colleagues and superiors to achieve the set service targets. Attending meetings and discussions is part of an effort to improve and develop service quality.

Employee performance in carrying out duties and obligations

Employee performance in carrying out duties and obligations referred to in this study is how the abilities, skills, and work results are demonstrated by an employee in carrying out their duties and responsibilities in serving the community. The results of the study showed that Understanding of responsibility in carrying out duties, From the answers given by respondents, it shows that MPP Employees of Central Bengkulu Regency have clearly understood, and are responsible for the tasks they carry out. This is important because an employee must functionally have clear duties, authorities and activities, work relationships, and responsibilities for their work. We can see that the employees of the Central Bengkulu Regency MPP in carrying out their duties understand their duties well and are responsible for their duties. If they do not understand their duties well, how can they handle and provide excellent service to the community that is their responsibility to serve and assist, because every employee, in carrying out their duties must be fully responsible to their superiors.

Granting authority according to responsibility

According to Umam (2012: 13), management elements in the form of people/executors who are led and there is cooperation in achieving goals also have a relationship here where the implementers are MPP employees who are given the same authority as the responsibility carried out by each employee, and employees work together with other employees in achieving the goals of the MPP itself. And each employee is responsible for what is done, the authority given to an employee is as great as his responsibility. The higher a person's position, the more authority he holds and the greater the responsibility imposed on him. Likewise with the Head of MPP, where they are responsible to the Regent of Central Bengkulu, because they have a hierarchical relationship. The indicator of granting authority according to responsibility consists of one sub-indicator, namely:

Division of tasks and authority

In this study, the division of tasks and authority referred to is a decision-making or action chosen by the employees of the Central Bengkulu Regency MPP to serve the community according to existing limitations to be accountable for the results. Based on the results of the study, it is known that the division of tasks and authorities in the MPP of Central Bengkulu Regency in implementing services to the community is quite good. So, employees work according to their respective duties and authorities. They cannot act alone and must involve the principal in any matter of service handled as part of their responsibility. And each field they occupy has different authorities and responsibilities. This is in accordance with what Williams said in Umam (2012: 20) one of the principles of the organization states that a person only receives orders or is responsible

to one superior, this is called unity of command. In addition, according to Hardjito in Umam (2012: 61), the principle that must be carried out after the division of labor is the delegation of authority, this is intended so that each part can carry out all its authorities and responsibilities.

Existence of work evaluation

The purpose of performance evaluation is to ensure the achievement of the company's goals and objectives and also to determine the company's position and the level of achievement of the company's goals, especially to find out if there are any delays or deviations so that they can be corrected immediately, so that the goals or targets are achieved. In this study, the existence of a performance evaluation is expected to be able to assess the extent to which the performance of the employees of the Central Bengkulu Regency MPP in carrying out their duties and responsibilities to achieve the vision, mission and objectives of the MPP itself. The indicators for the existence of a work evaluation consist of three sub-indicators, namely Compliance with service standards, Work evaluation methods and Achievement of agency targets/objectives:

Compliance with service standards

In providing services at the Central Bengkulu Regency MPP, SOPs are used which are determined to provide excellent service to the Central Bengkulu community. This provision regulates and binds each employee and operator to carry out their duties in providing services to the community based on established procedures and policies provided by the leadership so as to be able to produce a maximum service system according to the vision and mission and meet service quality standards in realizing community satisfaction. At this stage, the researcher wants to know more about the suitability of the services provided by the Public Service Mall (MPP) with the established service standards. The results of interviews with officers and service users at the MPP provide important insights into how the service is implemented and the public's perception of its quality. Officers at the MPP of Central Bengkulu Regency demonstrated a good understanding of the service standards that must be met. They know and try to implement standard operating procedures (SOPs) at every stage of service. The interview also revealed that the implementation of these standards in the field has been carried out well. In carrying out daily services, officers strive to always meet service standard indicators such as speed, accuracy, and friendliness. The information obtained, several service users expressed satisfaction regarding the waiting time which was still quite fast and the clarity of the information provided. This shows that the suitability of the Service standards at the MPP of Central Bengkulu Regency is quite good for the public. The following is a physical appearance of several provisions of the MPP service in Central Bengkulu Regency such as MPP service procedures, MPP SOPs and also MPP service information.

Work evaluation method

Conducting an activity result assessment is a description of the shortcomings or strengths and weaknesses related to a person's work or an Institution/organization. The activity result assessment is carried out to assess the performance results of its employees or Institutions or higher organizations that do have the task of assessing and evaluating performance.

The following are the results of observations and documentation that researchers conducted at the MPP of Central Bengkulu Regency related to the work evaluation method used as a benchmark for the performance of MPP employees or officers in serving the people of Central Bengkulu. From interviews, it is known that most MPP officers understand the importance of work evaluation as a tool to improve service quality. Work evaluation at MPP is carried out periodically and involves external parties, namely the Ministry of State Empowerment and Bureaucratic Reform, which has been determined periodically previously. Officer work evaluation is carried out through several stages, starting from collecting daily performance data to more in-depth periodic assessments. This process includes Performance Data Collection, performance data is collected from various sources, including daily reports, feedback from the public, and direct observation by superiors. The data that has been collected is analyzed to identify strengths and weaknesses in officer performance. This assessment is carried out based on predetermined indicators, such as speed of service, accuracy, and user satisfaction. The evaluation results are conveyed to officers through constructive feedback.

Based on the results of the study, it was found that there was an online implementation of the Bengkulu Tengah Regency Public Service Mall Performance Evaluation desk which was presented directly by the Head of the Bengkulu Tengah Regency DPMPSTP to the Ministry of PAN RB. The activity was carried out in the Public Service Mall meeting room and was carried out via Zoom Meeting and attended by employees and staff. This is in accordance with the theory stated by Jabra and Dwivedi in Widodo (2001: 168) that good accountability must meet the elements of assessing activity results. Where the assessment is important for improving the organization. As stated by Rosidah (2009: 259) that evaluation is a way that is a starting point for making improvements and increasing everything related to human resources.

Achievement of agency targets/objectives

The achievement of the targets and objectives of the Bengkulu Tengah Regency MPP in public services is the main indicator of the success of the Bengkulu Tengah Regency government in meeting the needs of the community. Effective and efficient public services not only increase public satisfaction, but also strengthen public trust in the government. Several things that then become the basis for a form of responsibility in achieving the targets and objectives of the Bengkulu Tengah Regency MPP in public services are through:

1. Unity of vision that the Bengkulu Tengah Regency MPP wants to achieve and all employees or operators who are there for public services.
2. Unity of Values instilled through the Motto of the Bengkulu Tengah Regency MPP which is

always upheld in providing services, namely "Serving With Heart, Wholeheartedly, Carefully and Not at Will".

3. Unity of attitude in providing services, namely "Our Best Service for You".

From the results of interviews with the informants above and based on observations at the location, it can be seen that overall, it shows that the evaluation of work in the Bengkulu Tengah Regency MPP in public services has a positive impact on improving the performance and quality of services provided. With the right evaluation, agencies can continue to innovate and meet public expectations better.

Accurate, fair and timely actions

- a) The implementation of accurate, fair, and timely actions in the Public Service Mall (MPP) of Central Bengkulu is essential to ensure effective and satisfactory services for the community in this study there are three sub-indicators including: Service products are received correctly, appropriately and legally
- b) Service products are received correctly, appropriately and legally means that every action taken is in accordance with applicable procedures and provisions. Officers at the MPP must ensure that the information provided to the community is correct and the services provided are in accordance with requests without error.
- c) The results of the study indicate that a good understanding of the various service products they offer, ranging from population administration, licensing, to health services. They ensure that every service provided is in accordance with standard operating procedures (SOP) and applicable regulations.
- d) In the interview, it was revealed that the process of receiving service products at the MPP was carried out carefully to ensure the accuracy and legality of each service. This process includes document verification, data checking, and direct confirmation to service applicants. These steps aim to prevent errors and ensure that all requirements are met.
- e) Most of the service users interviewed expressed their satisfaction with the quality of service provided at the MPP of Central Bengkulu Regency. They feel that the services received are timely and in accordance with their expectations. Public trust in MPP also increases due to transparency in the service process and legal certainty provided.

Diversity in providing services

Diversity in providing services means providing the same services to every community without discrimination. MPP must ensure that everyone, regardless of background, receives equal services and no one is privileged or ignored. The results of the study indicate that the MPP of Central Bengkulu Regency strives to provide fair and equal services to all service users. There is no difference in providing services, because MPP applies consistent standards and prioritizes user satisfaction. The results of this interview indicate that the commitment not to differentiate in providing services at the MPP of Central Bengkulu Regency is influenced by the application of

consistent standards, employee training and development, supervision and evaluation, equal facilities, and an inclusive work culture. These efforts are made to ensure that every service user gets the same and satisfying service experience.

Certainty of service implementation time

Certainty of service implementation time means completing each service according to the specified time period. MPP must avoid delays in providing services to ensure that the community is not harmed by the long process. After conducting interviews with a number of officers and community service users at the Public Service Mall of Central Bengkulu Regency, the author obtained various views regarding the implementation of accurate, fair, and timely actions in service. MPP officers stated that they are committed to providing accurate services by ensuring that all information and documents provided are in accordance with applicable provisions. They are trained regularly to update their knowledge of the latest procedures and regulations, so that they are able to provide correct services with minimal errors. The Central Bengkulu community, service users, appreciate the fairness in service at the MPP. They feel that there is no discrimination and everyone is served well, regardless of background. One user stated that MPP officers are always friendly and professional, and provide clear and easy-to-understand information.

1. Speed of service is also a major highlight. Many users are satisfied with the service completion time at the Central Bengkulu Regency MPP. Most admitted that they did not have to wait long to get the services they needed. One user said that the process of processing his documents, which usually took days, could now be completed in a matter of hours thanks to an efficient queuing system and agile officers.
2. The results of the study show that the implementation of accurate, fair, and timely actions in the Central Bengkulu Regency MPP has a positive impact on public satisfaction. The commitment of officers in maintaining service standards and efforts to improve service quality continues to be carried out in order to provide the best experience for the community.

Commitment from leaders

Commitment from leaders in serving the community is the main key in creating quality and responsive public services. Committed leaders show strong dedication to ensuring that every citizen gets the services they need quickly, efficiently, and fairly. Commitment from leaders in this study is influenced by 2 (two) sub-indicators, namely Leadership Involvement in Work and Leaders in Decision Making.

Leadership Involvement in Work

Leadership involvement in work at the Public Service Mall plays a crucial role in ensuring optimal and responsive service to the community. Leaders who are actively involved in MPP work can provide clear direction and ensure that the vision and mission of the agency are achieved. They set high service standards and motivate staff to always provide the best service. The results

of interviews with a number of employees and leaders at the Bengkulu Tengah MPP revealed the importance of leadership involvement in improving the effectiveness and quality of service. This interview highlights various aspects of leadership involvement in work at the Bengkulu Tengah Regency MPP, including MPP leaders playing an active role in making strategic decisions that affect operations and services. The involvement of leaders in this process ensures that every decision taken is in accordance with the vision and mission of the MPP of Central Bengkulu Regency and the needs of the community. The interviews above show that the involvement of leaders in the work at the MPP of Central Bengkulu Regency is very important to achieve goals and improve the quality of service. Leaders who are active and involved in various aspects of MPP operations can have a significant positive impact on performance and community satisfaction.

Leaders in decision making

Leaders in decision making at the Public Service Mall (MPP) have a very vital role. They are responsible for ensuring that every decision taken is in line with the vision and mission of the MPP and the interests of the community. Leaders must gather accurate and relevant information to make good decisions. They need to involve various stakeholders, including staff, the community, and experts, to get a comprehensive perspective. After conducting interviews with leaders and employees at the Public Service Mall of Central Bengkulu Regency, there were several important findings regarding their commitment to implementing the MPP. The leaders at both the head of service and head of division levels emphasized that their commitment was very strong in ensuring quality public services. They routinely conduct inspections and evaluations to ensure that every officer at the MPP carries out their duties properly. One of the leaders mentioned that his direct presence in the field allows him to understand the challenges faced by staff and the community, so that he can provide the right solutions.

The involvement of leaders in the decision-making process at the MPP shows that they always consider input from various parties. In interviews, several leaders explained that they often hold discussion forums with staff and the community to get constructive feedback. This ensures that decisions taken are in line with the needs and expectations of the community. Based on the results of the study that has been described, entitled Responsibility of Public Service Malls in Central Bengkulu Regency, the responsibility of the Public Service Mall (MPP) in service is that the Central Bengkulu Regency MPP plays an important role in increasing the efficiency and effectiveness of services to the community. With accurate, fair, and timely actions, MPP is able to meet community expectations for quality public services. The commitment of leaders in ensuring the implementation of high service standards and their involvement in the decision-making process and technological innovation are key factors in the success of MPP. Routine work evaluations also ensure that every service provided continues to improve, so that public satisfaction can continue to be improved. Through a holistic and sustainable approach, MPP can make a significant contribution to creating responsive, transparent, and trusted public services.

Conclusion

Based on the results of research and discussion on the responsibility of the Public Service Mall (MPP) of Central Bengkulu Regency when viewed based on the parameters of responsibility according to Jabra and Dwivedi (in Widodo, 2001) which include understanding of responsibility in carrying out tasks, granting authority based on responsibility, performance evaluation, providing fair, accurate, and timely actions, and commitment from the leadership have been implemented quite well.

- 1) The Head of MPP as the Head of the Investment and One-Stop Integrated Service Office has ensured that each officer fully understands their responsibilities. This understanding includes in-depth knowledge of service procedures, applicable policies, and the objectives of the services they provide. With a strong understanding, officers can carry out their duties more effectively and efficiently.
- 2) In order to carry out their duties properly, MPP officers must be given authority that is in accordance with their responsibilities. This authority includes access to information and resources needed to complete their duties. By granting the right authority, officers can make quick and accurate decisions in providing services to the community.
- 3) Regular and ongoing performance evaluation is an important aspect of the accountability of the Central Bengkulu Regency MPP. This evaluation helps identify areas that need improvement and provides constructive feedback to officers. Performance evaluation methods can include individual performance assessments, community satisfaction surveys, and internal audits. With good evaluation, the Central Bengkulu Regency MPP can continue to improve the quality of services provided and ensure that they remain responsive to community needs.
- 4) Every action taken in public services at the Central Bengkulu Regency MPP is accurate, fair, and timely. Accuracy of service includes providing correct information and completing documents in accordance with applicable procedures.
- 5) Commitment from the leadership of the Central Bengkulu Regency MPP is very important in ensuring the implementation of service responsibilities to the community. The Investment and Integrated One-Stop Service Office as the Head of the Central Bengkulu Regency MPP has provided clear direction, supported the improvement of officer competence, and encouraged innovation in public services.

Suggestion

From the conclusions above, it is very important for the author to provide several recommendations or suggestions for improving the responsibility of the Public Service Mall (MPP) of Central Bengkulu Regency in order to provide better services to the community:

- 1) The training and competence of MPP officers in Central Bengkulu Regency must continue to be improved so that they fully understand their duties and responsibilities. Regular training on the latest procedures, service technology, and customer service will ensure that officers are always ready to provide the best service to the people of Central Bengkulu Regency.
- 2) MPP of Central Bengkulu Regency needs to implement regular and ongoing performance evaluations. This assessment can include public satisfaction surveys, internal audits, and

individual performance assessments. The evaluation results should be used to identify areas of improvement and provide constructive feedback to officers.

- 3) MPP of Central Bengkulu Regency must ensure transparency in every service process. Information on procedures, costs, and service times must be easily accessible to the public. In addition, officers must be responsible for their actions and be ready to provide explanations if problems occur

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