



## Public Service: Innovation, Public Service Mall, Improving Public Services, Cirebon Regency

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### Abstract

**Background.** The Public Service Mall (MPP) is an initiative aimed at promoting good governance in Indonesia by enhancing public service standards based on sound governance principles. The Cirebon Regency Government continues to implement various innovations through the Public Service Mall, managed by the Investment and Integrated One-Stop Service Agency (DPMPTSP), which provides both licensing and non-licensing services in one location for various public services from multiple agencies. Based on the above issues, the author employs Everett Rogers' theory of innovation characteristics as a framework for analyzing the innovation of the Public Service Mall in Cirebon Regency. There are several characteristics of innovation, as follows: (1) Relative Advantage, (2) Compatibility, (3) Complexity, (4) Trialability, and (5) Observability.

**Aims.** This study aims to investigate the innovation of the Public Service Mall in Cirebon Regency at the DPMPTSP.

**Methods.** The success of this study can be measured based on the application of relevant theories. The limitation in human resources has resulted in the number of visitors to the Public Service Mall not meeting the institution's expectations.

**Conclusion.** This occurs due to the low public awareness of the Public Service Mall, leading many to be unaware of its existence.

**Implementation.** The one-stop service provided by the Public Service Mall makes it easier for the community to access various public services in one place, in line with the principle of relative advantage in Everett Rogers' theory, which states that an innovation is more likely to be adopted if it is perceived as better than previous approaches or practices.

**Keywords:** Innovation, Public Services, Human Resources, Public Service Mall, Licensing



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## INTRODUCTION

Public service offices, as outlined in the Indonesian Regulation on State Apparatus Utilization and Bureaucratic Reform No. 23 of 2017, are designated locations where public services related to the utilization of government products, services, and assistance are provided. The services provided will expand the integrated service capabilities at the central or regional level. As services within the structure of State-Owned Enterprises (SOEs), they consist of a series of service providers offering simple, skilled, reliable, and secure services. In reality, the delivery of public services faces many challenges, including environmental changes, scientific advancements, and technological developments (Ristiani, 2020). As a result, public demands have become increasingly complex and dynamic, requiring the public sector to adapt and innovate. Public services have become an important part of the interaction between the community and the region, represented by the government. Public services in Indonesia face various challenges, including environmental changes, technological advancements, and increasingly complex public demands. The public not only seeks more efficient and satisfying public services but also more responsive government actions that reflect fairness, ethical balance, and wisdom. Presidential Regulation No. 89 of 2021 regulates the implementation of Public Service Mall (MPP). This regulation covers the implementation of MPP, funding, and the operation of MPP in the Jakarta Provincial Government (Presidential Regulation No. 89 of 2021 on the Implementation of Public Service Mall 2021).

The government has issued various regulations to encourage innovation in public services, such as Government Regulation No. 38 of 2017 concerning Regional Innovation. This regulation is a form of reform in regional government administration, particularly in terms of service quality. Additionally, Ministerial Regulation No. 30 of 2014 on Public Service Innovation was established to define public service innovation as a breakthrough that brings benefits to the community, both directly and indirectly. One of the steps taken as a form of innovation in response to this regulation is the establishment of the Public Service Mall (MPP) as an integrated service in the third generation (Rahayu, Noor, and Amini, 2023).

The existence of the Public Service Mall (MPP) as one of the public service innovations aims to enable the public to access various types of services under one roof. Consolidating various types of services under one roof can help minimize transactional relationships and improve the quality of services provided to the public. Innovation plays an important role in government

services. To advance public welfare, various efforts have been made to enhance the quality of public services. For example, Cirebon Regency is striving to enhance the efficiency of public services, including through the establishment of the Cirebon Regency Public Service Mall and the official website of the DPMPTSP (Investment and Integrated One-Stop Service Agency). This provides the community with access to efficient information and services. The Cirebon Regency Investment and Integrated One-Stop Service Agency (DPMPTSP) has opened the Public Service Mall, aiming to facilitate and provide convenience for the community in handling various administrative matters. Over time, the local community began to feel supported by the presence of the Public Service Mall. The purpose of establishing the Public Service Mall was to enable the community to handle permits in one building. However, in recent months, the Public Service Mall has appeared quiet in terms of visitor numbers. Limited human resources and insufficient participation from agencies in the Public Service Mall have posed challenges in improving the quality of public services

Cirebon Regency is one of the regions that has a Public Service Mall (MPP) as a form of service innovation. The establishment of the Public Service Mall (MPP) is one of the innovations in the public service delivery system. The Public Service Mall in Cirebon Regency was established based on Ministerial Regulation PANRB No. 23 of 2017 and Regent Regulation No. 61 of 2022, which govern the Establishment of the Public Service Mall. The management of the Public Service Mall in Cirebon Regency is under the coordination of the Investment and Integrated Public Service Agency (DPMPTSP). Research by Ulya and Meirinawati (2023) indicates that the Public Service Mall in Pati Regency has successfully enhanced the quality of public services by eliminating illegal fees and simplifying procedures. Research by Fatwa Indah Rahayu identifies that the Public Service Mall in Samarinda has a relative advantage in terms of service integration, which saves time and costs for the community.

The research gap identified from the aforementioned studies is that, while there are many studies on Public Service Mall innovations, there remains a gap in understanding how these innovations can be effectively adapted and implemented in specific regions with distinct characteristics. Additionally, these studies highlight challenges in inter-agency coordination during the implementation of Public Service Malls; however, there has been no comprehensive study identifying the factors hindering this collaboration. Further research is needed to investigate the long-term effects of this innovation on public satisfaction and the efficacy of public services.

It is also necessary to provide deeper insights into the implementation and adaptation of Public Service Mall innovations in various local contexts, as well as their overall impact on public services.

This study aims to explore how the Public Service Mall innovation can improve the quality of public services in Cirebon Regency, particularly at the Investment and Integrated One-Stop Service Agency (DPMPTSP). By integrating various services in one location, it is hoped that the community will be able to access services more easily and efficiently. This study aims to identify the challenges and obstacles encountered during the implementation of the Public Service Mall, including low public awareness of the MPP's existence and limitations in human resources. By understanding these challenges, it is hoped that solutions can be found to improve the effectiveness of the Public Service Mall. Additionally, this study aims to increase public participation in utilizing the services provided by the MPP. By increasing public awareness and understanding of the MPP, it is hoped that more people will use these services, thereby achieving the original purpose of establishing the Public Service Mall. Based on the analysis results, this study aims to provide recommendations that local governments and relevant agencies can utilize to enhance public services through the Public Service Mall. These recommendations are expected to help formulate better and more responsive policies that meet public needs.

## **LITERATURE REVIEW**

According to the Great Indonesian Dictionary (KBBI), innovation can be defined as a reference (update). Another definition is the discovery of something new in various fields, including education, business, technology, and other areas that can add value. The main innovation in the context of social and technological development is creating new solutions that meet the needs of the time. Innovation is often closely associated with dynamic and evolving environments. Understanding innovation itself is diverse and can be viewed from many perspectives (Yogi Suwarno, 2008).

One of the efforts often undertaken by institutions in both the public and private sectors is innovation. Innovation has become an alternative solution and, in some cases, the primary choice for solving existing problems. However, innovation cannot be done instantly. It requires numerous adjustments to meet the specific needs of a particular organization, comply with relevant legal regulations, and garner support from both internal and external stakeholders. Innovation is so

important to an institution that its existence is indispensable. Similarly, the Indonesian government has demonstrated its commitment to developing public service innovation through Government Regulation No. 38 of 2017, which regulates how organizations, including ministries, agencies, and local governments, should innovate. The scope of this policy includes innovation in government administration and the delivery of public services. In understanding innovation, we encounter a diverse range of interpretations and definitions, as well as various perspectives. However, discussions of innovation in public and private institutions complement each other in driving institutional change and improvement. There are indeed differences in orientation between public and private institutional innovation. While public sector institutions are oriented toward improving services to the community, the private sector is profit-oriented, which is the main driving force and spirit behind innovation.

Innovation can now be found in various locations. Many institutions incorporate the term 'innovation' into their vision, mission, and targets. Politicians often discuss the concept of innovation in their speeches. The position of head of innovation departments is becoming increasingly common. Additionally, innovation centers are emerging in several universities. Although this is noteworthy, innovation has become a keyword that is considered highly significant and frequently used in the United States (Kahn, 2018). Within the organizational realm, innovation is viewed as a vital element for achieving objectives and maintaining long-term sustainability, thereby contributing to the development of a competitive advantage (Palazzeschi, Bucci, and Di Fabio, 2018).

Innovation is the process of transforming innovative ideas into useful methods, products, or services. Innovation can be defined as the introduction of new methods in combination with existing methods. Traditional approaches are being transformed by modern changes in production, which in turn influence consumer benefits. Innovation is a deliberate and indirect effort in new organizations, ideas, processes, and products used in new ways, and more individuals, groups, organizations, or communities need to provide significant benefits (Rahayu, Noor, and Amini 2023).

In terms of innovation implementation, there are factors that drive and hinder innovation in the public sector. Supporting factors include internal support, strong technical infrastructure, and active community participation. On the other hand, obstacles include a lack of digital capabilities in the community, inadequate personal data protection, and weak cybersecurity.

Therefore, innovation in public services is not only about creating new services but also about modernizing administrative processes and technology to improve the efficiency and effectiveness of service delivery to the community.

A Public Service Mall is a facility where various public services are provided in an integrated manner, enabling the public to address multiple administrative and licensing matters within a single building. The concept of a Public Service Mall aims to enhance the efficiency and quality of public services by streamlining bureaucratic processes and providing convenient access to services for the public. According to Ministerial Regulation No. 23 of 2017, a Public Service Mall is a place where public services related to the use of government products, services, and programs are provided. It also serves as a platform for collaboration among government agencies, enabling various services to be provided in an integrated and coordinated manner. This is expected to reduce the time and costs incurred by the public in accessing services (Indra Kertati, 2023).

Public service is the process of fulfilling needs through the direct activities of others. Service is the government's activity aimed at meeting the needs of its people. As stated in Law Number 25 of 2009 concerning Public Services, public services are efforts to provide rights to every citizen, including goods, services, and administrative services (Heryanto, 2014). Public services are a vital component of the relationship between the community and the government. This includes various services provided by the government to meet the community's needs, such as education, healthcare, and administration. The quality of public services greatly influences public satisfaction and trust in the government. Public services and innovations, such as Public Service Malls, are important steps in enhancing the quality of services provided by the government to the community. By understanding the characteristics and challenges of public services and implementing appropriate innovations, it is hoped that public services can become more efficient, transparent, and responsive to the community's needs.

The Cirebon Regency Investment and One-Stop Service Agency (DPMPTSP) opened a Public Service Mall in 2023, following the approval of Cirebon Regent Regulation No. 61 of 2022, which concerns the Implementation of Public Service Malls, and the Ministry of State Apparatus and Regional Government Regulation No. 23 of 2017. This initiative aims to simplify access to public services, making them easier and more convenient to use. The Public Service Mall brings together several government agencies to enhance public service delivery. The Public Service Mall

represents an innovative concept in public service delivery in Indonesia, designed to streamline public access to services from both government and private sector entities in a single location.

## **METHOD**

This study employs a qualitative approach, grounded in a comprehensive literature review. According to Saryono (2010), qualitative analysis is used to study, discover, define, and justify the qualities or characteristics of social forces that cannot be clarified, measured, or defined using quantitative methods (Lubis, 2019). The location of this research is the Public Service Center of the Investment and Integrated One-Stop Service Agency (DPMPTSP). This research employs a qualitative research method with a descriptive approach, which involves gathering information about the report being studied through observation, interviews, and document analysis. This process involves analysis and exploration aimed at understanding the public services available at the Public Service Mall. The data collection techniques used are: (1) Observation, where the researcher directly observes the Public Service Mall to assess improvements in public services. (2) In-depth interviews were conducted with various stakeholders, including government officials from the DPMPTSP, academics (department heads), DPMPTSP staff, and visitors to the MPP itself. (3) Document study, conducted to complement data obtained from observation and interviews. Collection and analysis of documents related to local regulations and supporting data.

The researcher employed triangulation of sources from multiple data sources, including interviews, observations, and documentation. By using triangulation, a more comprehensive understanding of the Public Service Mall innovation in Cirebon Regency can be obtained. This approach helps ensure that research findings are more accurate and reliable, and provides a clearer picture of how the MPP functions in improving public services. The verified data was then analyzed using Rogers' theory, which includes: (1) Relative Advantage, (2) Compatibility, (3) Complexity, (4) Trialability, and (5) Observability.

## **DISCUSSION**

The Public Service Mall (MPP) is a significant innovation in efforts to improve the quality of public services in Indonesia. This concept integrates various public services in one place, making it easier for the public to access them. However, the success of the Public Service Mall is not only determined by the provision of infrastructure and services, but also by how well this

innovation is accepted by the public. The existence of the Public Service Mall, its implementation process can be seen from Relative Advantage, Compatibility, Complexity, Feasibility, and Observability (Nurdin, 2019)

Relative Advantage refers to the extent to which an innovation is perceived as superior to existing solutions or practices. This can be measured based on various aspects such as economic efficiency, social prestige, convenience, and user satisfaction. This will benefit users of services and facilities at the public service center. To what extent an innovation is perceived as having a significant advantage over its alternatives. The greater the relative perception of an innovation, the greater its benefits and the faster its implementation (Fitria & Juwono, 2023). The Cirebon Regency Public Service Mall features a spacious building that accommodates visitors and is equipped with monitors to track queue numbers. The existence of the Public Service Mall is a manifestation of comprehensive service integration. The aim is to have various types of services in one building, making it easier for the community to obtain the services they need in the same building and at the same time. A total of eighteen agencies participate in the Cirebon Regency Public Service Mall, which is one of the tangible benefits of innovation. One of the advancements in public service innovation in Cirebon Regency is the introduction of the Digital Population Identity (IKD), which streamlines the registration process at the civil registry office. According to the MPP manager, one of the advantages of the MPP is the numerous service counters that have been integrated, though some counters remain unoccupied, such as those at the District Prosecutor's Office. The MPP location is also much more comfortable and calm, making visitors more inclined to use the services here. One visitor's opinion on the advantages of the Public Service Mall is that it has a comfortable and calm environment, adequate public facilities, and provides comfort to visitors when accessing services at each agency.

Compatibility: Innovation must be aligned with existing principles, past experiences, and user expectations. When innovation does not follow applicable regulations, it can hinder the acceptance process. The influence of accepted norms, past experiences, and user needs plays an important role in determining the level of innovation acceptance. The presence of MPP in Cirebon Regency is an initiative to renew public services to meet community expectations, while still paying attention to existing values and norms. MPP has succeeded in meeting the needs of the local community, and the service system it implements operates well. The success of the MPP innovation can be assessed through its compatibility with the values and norms established by



applicable regulations. According to the opinion of one of the employees of the relevant agency regarding compliance at the Public Service Mall, public services at the Public Service Mall are in accordance with Permen PANRB Number 23 of 2017. They are carried out properly in accordance with the applicable letters of reference at each agency. This allows services to be carried out easily and quickly. According to one visitor, the services at the Public Service Mall are in line with the community's needs for accessing services.

According to Rogers, complexity can be reduced by introducing new innovations that provide maximum benefits by updating existing innovation processes. Complexity reflects how difficult an innovation is to understand and use. New ideas that are easier to understand are adopted more quickly, while more complex innovations are adopted more slowly. One factor contributing to the challenges in operating the Public Service Mall is the shortage of human resources to provide the required services. In this regard, the Public Service Mall has entered into an MOU, but in reality, it is not very busy.

This complexity arises because the location of the joint service counters is close to the central service agencies, which are still under the jurisdiction of the local government, resulting in a lack of innovative human resources. The Public Service Mall has made various efforts to evaluate the joint agencies every month, but the situation remains unchanged. According to one employee involved in this matter, one of the problems is the lack of human resources, as other agencies have not filled service counters. According to the explanation from the MPP manager, one of the complexities faced is that some members of the public do not yet understand the mechanisms and procedures for utilizing services at the MPP. One of the complexities faced by visitors to the MPP is the limited availability of human resources, as the public is still adjusting to the presence of the MPP.

**Trialability:** Innovations should be easy to understand and use. The easier it is to understand, the faster the innovation will be adopted. Complex innovations will slow down the dissemination process. The extent to which an innovation can be tested on a limited basis will make it easier to accept and adopt. In this case, prior to the official opening, the DPMPTSP conducted a four-month trial to establish the Public Service Mall, which was later launched by the Minister of PANRB in Jakarta and remains operational to this day. From the outset, the initiative prepared by the Public Service Mall has received significant support, and the public response has been very positive. In the context of trials involving innovation and product implementation, it is

essential to consider how extensively a product can be tested on a small scale before it is widely accepted by the public.

Based on this context, several crucial elements need to be considered to minimize risks, facilitate learning, and conduct evaluation. An important aspect of innovation at the Cirebon Regency Public Service Mall is to provide many opportunities for public service users to try and evaluate the integrated one-stop service before making a decision. This step is taken because it can reduce risks, enhance public trust, and expedite service processes. According to MPP management, during the trial period preceding the official launch of the MPP, outreach to the community has already been conducted. Additionally, according to one visitor, the MPP has conducted trials and outreach within the community, explaining the reasons behind its establishment.

Observability: Recent innovations must be easily observable, both in terms of performance and the results and benefits they yield. The measure of observability is how well the results of the innovation are seen and easily observed by others. The innovation requires simple observation because it serves as an example in improving the quality of public services in the Mall, Public Services of Cirebon Regency. In innovations, simple observation is needed as an example in detecting improvements in the quality of public services at the Mal Public Service Center in Cirebon Regency. This will allow various stakeholders, including the general public, to monitor the reliability and ease of use of the Mal Public Service Center's service provision. During the implementation of the Cirebon Regency Public Service Mall, the public and other stakeholders can easily monitor the performance and latest updates of the Public Service Mall through the available website. The Public Service Mall can also be seen from the Community Satisfaction Index (IKM) each month.

Another innovation at the Cirebon Regency Public Service Mall is the creation of a system called SIPELEM (Electronic Public Service System). This system is still in the testing phase by the Cirebon Regency DPMPTSP. In 2023, the SIPELEM system was officially launched after testing. Over time, the name was changed from SIPELEM to digiform. However, the digiform system is still under development and will be officially launched as soon as possible. Due to limited human resources, the MPP is still evaluating the digiform system as it is still unfamiliar to the public. Therefore, the MPP has implemented a manual system by sending MPP staff to traditional markets to handle administrative matters.

## CONCLUSION

The Public Service Mall (MPP) of Cirebon Regency, inaugurated on January 30, 2023, aims to enhance the efficiency of public services by integrating various services into a single building. The MPP was established based on Regent Regulation No. 61 of 2022 and Ministerial Regulation No. 23 of 2017, to meet the community's needs in a practical and convenient manner. The advantages of the MPP include administrative efficiency, increased public satisfaction, and reduced risk of corruption. However, challenges include a lack of creative human resources and suboptimal institutional participation. The MPP has completed its trial period, and its performance success can be seen through various information channels. While factors such as good facilities provide support, insufficient institutional participation remains the biggest obstacle that must be overcome to achieve its objectives.

The existence of the Public Service Mall is a manifestation of comprehensive service integration. Innovation must be consistent with existing principles to run smoothly and ensure that the service process operates effectively. The success of innovation can be measured from various aspects such as economic efficiency, convenience, and user satisfaction. The extent to which the Public Service Mall can implement procedural compliance and excellence in a one-stop service center will attract the attention of service users. Located near the leading service provider, the Public Service Mall is here to meet the community's needs.

Some members of the community are unaware of the Public Service Mall's existence, as they prefer to use services at the central agency. Therefore, the Public Service Mall continues to engage with the community. Limited human resources impact service quality at the Public Service Mall, particularly due to the high volume of customers at existing service counters. To enhance innovation, the Public Service Mall conducts regular monthly outreach activities. Practical innovations at the Public Service Mall have proven to improve the quality of public services. The one-stop service provided by the Public Service Mall makes it easier for the community to access various public services in one place, in line with the principle of relative advantage in Everett Rogers' theory, where an innovation is more likely to be adopted if it is perceived as better than previous approaches or practices.

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