

Effectiveness of the Public Service Mall (MPP) in Improving BPJS Health Administration Services in Tenggarong

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Abstract. Public service is a vital aspect of governance aimed at providing easy, fast, and efficient access to the community. The government has initiated Public Service Malls (Mall Pelayanan Publik, MPP) as integrated centers consolidating various agencies in a single location to improve the quality of services. MPP in Tenggarong manages approximately 437 services from 26 agencies, including the administration of the Social Security Administering Body (BPJS) Health program, aiming to facilitate and accelerate these services. This study aims to analyze the effectiveness of MPP in improving BPJS Health administrative services in Tenggarong. The research employs qualitative methods, including literature review, observation, documentation, and in-depth interviews with service officers and community members. The findings indicate that MPP Tenggarong successfully achieves service goals of speed, efficiency, integration, and accessibility, supported by digital innovation such as online service systems and electronic queue management. However, limitations in staffing and physical infrastructure need improvement to sustain service quality. These findings are expected to contribute to the development of better public service policies in the future.

Kata Kunci: public service mall (MPP), BPJS health, service effectiveness, integration, adaptation

1. Introduction

Public service is a fundamental component of governance aimed at providing the community with easy, fast, and efficient access. To enhance service quality, governments continuously innovate, one of which is by establishing Public Service Malls (Mall Pelayanan Publik, MPP). These MPPs integrate various government agencies in a single location, allowing the public to conveniently access multiple administrative services (Rahayu et al., 2023). This innovation represents significant progress in improving the accessibility and effectiveness of public services.

Despite these improvements, public services face persistent challenges impacting their effectiveness. Such challenges include unimplemented Standard Operating Procedures (SOPs), unclear service flows, inefficient processing times, unfriendly officers, and inadequate information dissemination. Many citizens must still visit multiple offices with lengthy waiting times and inflexible regulations (Lestari et al., 2020). For example, poor inter-agency coordination often leads to delays and confusion when accessing essential services. These issues highlight the critical need to consolidate services for improved efficiency and responsiveness.

In response, the Kutai Kartanegara local government established the MPP in Tenggarong to address these challenges and improve service efficiency. A key service at this MPP is the administration of BPJS Health, essential for providing health insurance to the public. Previously, individuals faced bureaucratic hurdles and long waiting times managing BPJS Health matters at separate offices. The MPP streamlines these processes by offering an integrated platform, making BPJS Health administration faster and easier. This initiative reflects the government's commitment to enhancing both service accessibility and quality.

Several studies have assessed MPPs' effectiveness in improving public services with generally positive findings. Hidayat (2025) found the MPP in Selayar Regency effective, with staff meeting standards in appearance, facility comfort, and tool usage. Service delivery was reliable, staff attentive, and complaints handled swiftly without extra charges. However, Panjaitan (2024) reported room for improvement at the MPP in Sleman Regency, especially regarding staff commitment and space. Despite limitations, both studies confirm MPPs as practical solutions to persistent public service issues, providing useful benchmarks for this study's focus on Tenggara's BPJS Health services.

While prior research demonstrates general MPP effectiveness, the specific impact on BPJS Health services at Tenggara remains underexplored. Questions still exist on whether integration improves accessibility and quality or if issues like queues, staffing shortages, and poor coordination persist. This study intends to fill this gap by thoroughly evaluating Tenggara MPP's capacity in delivering effective BPJS Health administrative services. The findings aim to support policy enhancements that better accommodate community health service needs.

2. Methods

This study employs a qualitative research method aimed at producing descriptive data in the form of written or spoken words from individuals or observable behaviors. The qualitative approach was chosen because it provides comprehensive and dynamic insights and does not generalize findings, fitting the study's goal to understand the effectiveness of the Public Service Mall (MPP) in improving BPJS Health administrative services in Tenggara. Consequently, this approach allows a deep exploration of the actual phenomena and stakeholder experiences.

The research location was the Mall Pelayanan Publik (MPP) in Tenggara, which was founded by the government to deliver integrated public services in one place, especially facilitating BPJS Health administration. This site was selected due to its significant investment and its expected positive impact on service quality. Data collection involved primary and secondary sources; primary data came from incidental sampling of BPJS service officers and community members who used BPJS services within the last six months. Secondary data included literature, documentation, and related materials. This comprehensive data collection helped ensure breadth and depth in capturing the service conditions and effectiveness.

Data gathering techniques included library research to compile theoretical frameworks and secondary data, direct field observation of service processes and environment, documentation analysis of archives, and in-depth interviews with informants to gain qualitative insights. The data analysis adopted the interactive model from Miles, Huberman, and Saldana (2014), which entails data reduction, presentation, and conclusion drawing/verification. This model supports rigorous qualitative analysis by iterative validation of findings, enhancing the credibility of the study outcomes.

3. Results and Discussion

3.1. General Overview of Mall Pelayanan Publik Kota Tenggara

The Mall Pelayanan Publik (MPP) in Tenggara is an integrated service center created to facilitate public access to various administrative and licensing services in a single location. Situated at Jalan Pahlawan No.1, Kelurahan Timbau, Kecamatan Tenggara, East Kalimantan, the MPP began operations in February 2023 and is managed by the Investment and One-Stop Integrated Service Office (DPMPTSP) of Kutai Kartanegara Regency. The MPP consolidates services from 26 different government agencies, offering approximately 437 public service types encompassing population administration, business licensing, taxation, immigration, banking, health, education, and social protection.

Besides direct services, MPP Tenggara has implemented various innovations that enhance service efficiency and convenience. These include the PE-LONGSENG (Online Services with Network-Based Electronic Systems) online service system and drive-thru document collection, providing new ways to meet public needs. Recognition of its quality is evident in a national award for being one of Indonesia's best population administration service providers, achieving a public satisfaction index of 93.11%. The daily visitor count ranges from 250 to 300 people, which

demonstrates strong public trust and utilization. Such innovations show MPP's commitment to modernization and improving user experience. Therefore, these innovations contribute significantly to service effectiveness.

The primary objective of MPP Tenggara is to simplify public access by integrating multiple public services in one location, thereby reducing the need to visit several offices. Furthermore, the MPP aims to improve the efficiency and effectiveness of services by employing transparent, fast digital systems and integrated management. Creating a friendly and inclusive environment equipped with facilities that support accessibility for all groups aligns with the MPP's role in advancing digital transformation and enhancing overall public service quality.

3.2. Achievement of Objectives

MPP Kota Tenggara was established as part of the local government's initiative to enhance public service quality by providing fast, easy, and integrated services in a single location. This approach aims to save the public from the inconvenience of visiting multiple offices for different administrative needs. In addition, the MPP seeks to increase bureaucratic efficiency, reduce non-transparent practices, and encourage the use of digital technology in service delivery.

The MPP also aims to foster public trust by delivering friendly, professional, and satisfaction-oriented services. This objective was evaluated using Duncan's organizational effectiveness theory, focusing on goal attainment. Supporting this, interviews with Drs. Bahauddin, the Coordinator of One-Stop Integrated Services, highlighted that MPP Kutai Kartanegara received a national "prima" award in 2023. This recognition indicates the MPP has met high-quality service standards, including for BPJS Health administrative services. Therefore, the MPP exemplifies effective achievement of its intended goals.

Anita Mulyana, a BPJS Health officer, confirmed that MPP has accelerated BPJS administrative processes by integrating these services in one place, eliminating the need for participants to move between offices. Community respondents Nina, Wawan, and Aru similarly praised the service for being faster, more orderly, and responsive. Their testimonials underscore that MPP has successfully enhanced convenience and accessibility. Overall, the evidence indicates that MPP Kota Tenggara effectively fulfills the goal attainment aspect of public service effectiveness from policy, implementation, and user perspectives.

3.3. Integration

Integration is a key indicator of organizational effectiveness, referring to how well parts of an organization collaborate to achieve shared goals. In public service, integration entails synergy and coordination among various units or agencies to provide high-quality services. MPP Kota Tenggara exemplifies this integration by consolidating 26 agencies that offer more than 437 types of public services, including offices like the Prosecutor's Office, Immigration, BPJS Health and Employment, and local government service units.

Effective integration requires planned information flow and regular evaluation among participating entities. Nugroho (2011) emphasizes the need for a unified information system and ongoing communication to sustain service integration. At MPP Tenggara, this is practiced through regular coordination meetings and monitoring of public satisfaction indexes. Interviews with Drs. Bahauddin confirm that the integration of services from central and regional agencies facilitates a one-stop service, eliminating the need for the public to visit multiple locations. Anita Mulyana, a BPJS Health officer, confirms structured cooperation simplifies administrative procedures such as registration and contribution checks within the MPP.

Feedback from users further validates the benefits of integration at MPP Tenggara. For example, community members Nina, Wawan, and Aru reported that the integrated services save significant time, improve orderliness, and enhance comfort through amenities like electronic queue systems and self-service document printing. These features exemplify the physical and procedural integration efforts that create a more user-friendly environment. Overall, the evidence from policy, operational, and user perspectives indicates that MPP Tenggara's integration efforts significantly improve public service efficiency and quality, particularly in BPJS Health administration.

3.4. Adaptation

Adaptation measures an organization's ability to adjust to changes in its external environment, including technology advances, policy shifts, socio-economic factors, and demands for faster, transparent, and integrated public services. MPP Tenggarong's adaptation involves continuous innovation in systems, processes, and services to respond effectively to these evolving conditions. This ensures the MPP remains relevant and capable of meeting community expectations.

Organizational adaptability requires ongoing capacity building and infrastructural support. Janssen & Voort (2016) define adaptivity as adjustments in governance and operations to environmental shifts. Interviews with Drs. Bahauddin revealed that MPP Kutai Kartanegara employs flexible, well-trained staff who cover for absent officers, with BPJS staff receiving biweekly training to maintain competence. Anita Mulyana confirmed that staff follow BPJS SOPs and utilize digital platforms like WhatsApp for coordination, demonstrating efficient communication adaptation. These efforts exemplify how MPP fosters continuous improvement and responsiveness.

MPP Tenggarong also innovates service delivery through online platforms like PANDAWA, allowing remote processing of BPJS administrative tasks. Despite these advancements, community feedback indicates a shortage of BPJS officers during peak times, causing delays. Suggestions include expanding physical service spaces and dedicated MPP facilities to enhance institutional adaptation. Overall, MPP Tenggarong shows a strong ability to adapt, though further investments in staff and infrastructure are necessary for sustainable service quality.

4. Conclusions

The Public Service Mall (MPP) in Tenggarong has successfully fulfilled its primary goal of improving public service quality in terms of speed, efficiency, accessibility, and service integration within a single location. This achievement is validated by receiving the national "prima" category award and positive feedback from service officers and the community regarding the BPJS Health administrative services. Consequently, MPP has positively impacted public service standards in Kutai Kartanegara Regency by providing effective and streamlined BPJS Health services.

Integration plays a significant role in the effectiveness of BPJS Health services at MPP Tenggarong. The use of an electronic queue system, combined with sufficient facilities and robust cooperation between BPJS Health and the MPP management, facilitates smooth service processes. Interviews and monitoring indicate active coordination among institutions, leading to high compliance with service standards. This systematic integration enhances user satisfaction and institutional performance alike. Therefore, integration is a key success factor contributing to the effectiveness of public services at MPP.

Adaptation to changing demands and environments is another strength demonstrated by MPP Tenggarong. Regular training for service officers, flexible staffing, the use of digital communication tools, and responsiveness to user feedback illustrate the MPP's adaptive capacity. While these efforts have significantly improved service quality, the need for additional staff and enhanced physical infrastructure remains essential for sustained long-term effectiveness. In summary, MPP Tenggarong has proven itself adaptable and poised to meet community needs sustainably into the future.

Acknowledgments

The author would like to express his sincere gratitude to the management and staff of the Tenggarong City Public Service Mall (MPP), the Social Security Agency (BPJS Kesehatan), and the Kutai Kartanegara Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) for their cooperation and valuable information provided during the research process. Special thanks are extended to the respondents and community members who participated in this research for their time and insights.

This research was supported by the Faculty of Social and Political Sciences, Kutai Kartanegara Tenggarong University; the Faculty of Economics, Business, and Politics, Muhammadiyah University of East Kalimantan; and the Faculty of Social and Political Sciences, Mulawarman University. The author also appreciates the guidance and constructive input from academic advisors and colleagues, which significantly contributed to the successful completion of this research.

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