

Policy Strategy for Accelerating the Clean and Serving Bureaucratic Region (Wbbm) at Mpp Bale Madukara Purwakarta

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ABSTRACT

This research aims to identify the policy acceleration strategy for a Clean and Serving Bureaucratic Area at MPP Bale Madukara, Purwakarta Regency. The study was conducted using a qualitative method, involving interviews and literature review of the research object. Based on the research results, several aspects still need improvement to enhance services at MPP Bale Madukara, Purwakarta Regency. The policy acceleration strategy for the Clean and Serving Bureaucratic Area (WBBM) based on the theory by Wheelen and Hunger in Ade Irawan (2015: 45) at MPP Bale Madukara still requires strengthening in strategy formulation and strategy implementation. Regarding strategy formulation, there is a need for improvements in governance, such as work programs and specific SOPs for MPP Bale Madukara. In terms of strategy implementation, while the overall performance of DPMPTSP is very good, specific performance measurement for MPP Bale Madukara has not been conducted yet, and evaluation and control from all tenants at MPP Bale Madukara are necessary.

KEYWORDS Public Policy, Public Service Mall, Purwakarta



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INTRODUCTION

In the current era of globalization, the demands of the community to get complete public services are a must for the government. Bureaucratic services as an instrument of government often get a bad stigma in relation to the efforts and efforts made. The community must be the top priority in service because meeting the needs of the community is a government obligation. (Umam & Adiando, 2020).

Based on the annual report of the Ombudsman of the Republic of Indonesia, public reports/complaints related to public service delivery are still quite high. In

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2020 the Indonesian Ombudsman received 7,204 reports consisting of 6,522 Regular Reports, 559 Quick Responses, and 123 Investigations on its own initiative. From this, it is both a challenge and an opportunity for the government to be able to provide effective and targeted community services without having to be complicated. This is certainly not an easy job because it is related to building a better work culture so that there needs to be serious and professional efforts by holding bureaucratic ethics in carrying out their main duties and functions to serve the community. (Aprilia & Puspitarini, 2021).

The Purwakarta District Government as an agency that accelerates services within the framework of regional autonomy has its own challenges to perform clean services to serve towards excellent service. Purwakarta Regency with an area of 971.7 km² and is in the golden triangle located between the state capital and the provincial capital is a special attraction for investors to invest in Purwakarta. Public service innovations in order to provide convenience to the community continue to be carried out and one of the efforts to improve public services that have been made by the government is the establishment of the Public Service Mall (MPP) as a place where activities or activities of public service delivery take place. (Yamin, n.d.).

The Public Service Mall was built with the aim of providing convenience, speed, affordability security and comfort of services to the community. However, currently not all districts / cities in Indonesia have Public Service Malls. Purwakarta Regency built a Public Service Mall called Bale Madukara and is the 31st MPP in Indonesia and the third MPP in West Java Province which was inaugurated on December 07, 2020. The Public Service Mall managed by the One-Stop Integrated Service Investment Office (DPMPTSP) provides various services including the following:

Table 1. Number of agencies that perform services at MPP Bale Madukara Purwakarta

No.	Instance	Number of services
1.	Ministry/Agency	10
2.	Regional Devices	16
3.	Government	1
4.	BUMN/BUMD	9
Total		36

Source: DPMPTSP, processed; 2023

The establishment of the Purwakarta Regency Public Service Mall (MPP) is a follow-up to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 23 of 2017 which is stipulated by Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall. The Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia accelerates the development of the Public Service Mall as a form of comprehensive improvement as well as a transformation of public service governance by collecting various types of services in one place, by doing this it will facilitate public access

in obtaining various types of services, and increase public trust in public service providers.

It turns out that there are still complaints from the public about aspects of the services provided at MPP Madukara. Based on data obtained from the Purwakarta Regency PMTSP Office, complaints from 2020 to 2022 are as follows:

Table 2. List of public complaints at MPP Bale Madukara Purwakarta

Year	Month	Number of Complaints
2020	December	1
	January	3
	February	6
2021	March	4
	September	1
	November	1
	January	4
	February	3
2022	March	2
	April	2
	June	2
	August	1
	October	3
	November	5
	Total	38

Source: DPMPTSP, processed, 2023

There needs to be a strong commitment from all elements of local government to be able to answer questions from the public about the quality of public services with real work so that there needs to be integrity from all employees (*Dennis+Rompas.Pdf*, n.d.). In connection with this, the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia issued Minister of PAN and RB Regulation No. 52 of 2014 concerning Guidelines for the Development of Integrity Zones towards areas free from corruption and Clean and Serving Bureaucratic Areas within Government Agencies. This regulation is a replacement for the Minister of PAN and RB regulation No.60 of 2012 concerning Guidelines for the Development of Integrity Zones Towards an Area Free from Corruption and a Clean and Serving Bureaucratic Area.

This research is to answer the following problems: 1) What is the policy strategy for accelerating the Clean and Serving Bureaucratic Area (WBBM) at MPP Bale Madukara Purwakarta? 2) What obstacles are faced in the implementation of the Clean and Serving Bureaucratic Area (WBBM) acceleration policy at MPP Bale Madukara Purwakarta?

RESEARCH METHOD

Qualitative research methods are often also called naturalistic research methods because the research is conducted in natural conditions (*natural settings*).

This method contains material on the procedures and strategies used in research, as well as decisions made about research design.

According to Sutopo (2006: 9), states that in qualitative methods are grouped into two methods, namely interactive and non-interactive methods. Interactive methods are interviews and observations are preferred so that respondents are directly taken data, while non-interactive methods can be in the form of open questionnaire techniques, recording documents and non-role participation. In this study, the data collection technique used is a combination of these three methods, namely: Interviews, observation and documentation with theory indicators based on Whellen and Hinger which states that strategic management is a series of analysis activities by evaluating and controlling in the long term with instruments in the form of environmental observation (*Inviromental scanning*), strategic formulation (*Strategy formulation*), implementation and evaluation (*Strategy implementation*). Ade Irawan (2015: 45).

RESULT AND DISCUSSION

MPP (Public Service Mall) Bale Madukara Purwakarta Regency provides convenience in services to the community because all regional apparatus service activities are collected in one place. Several things that need to be discussed related to the implementation of MPP in Purwakarta Regency are as follows:

Policy strategy for accelerating the Clean and Serving Bureaucratic Area (WBBM) at MPP Bale Madukara Purwakarta.

Acceleration of clean and serving bureaucratic areas (WBBM) MPP Bale Madukara seen by using the theory of Wheelen and Hinger in Ade Irawan (2015: 45), the policy strategy carried out at MPP with the following concept:

Enviromental scanning

The condition of the social environment in MPP bale madukara Purwakarta from the research results is quite helpful. This can be seen with the existence of MPP, the surrounding environment, especially the traders, has become more stretched. Culinary traders around MPP are quite popular with visitors such as fried chicken and maranggi satay. The number of stalls located in the parking lot used for clothing traders has also experienced a significant impact.

Meanwhile, the internal conditions of MPP based on the results of research conducted by focusing on *structure*, *culture* and *resources* are as follows: The MPP structure refers to the assignment made by the Head of the One-Stop Integrated Service Investment Office by appointing the head of the Data Management and Information System Division as the person in charge of the MPP Bale Madukara Purwakarta.

While the culture or work culture built at MPP Bale Madukara based on research is still not all committed to providing maximum service at the MPP. The results of an interview with the head of MPP stated that there are still tenants who like to come late and even empty so that the community when going to do services is disrupted. Resources at MPP based on the results of interviews are sufficient, if each tenant is consistent in sending their employees to MPP Bale Madukara. MPP administrative personnel under the PMPTSP Office and based on interviews are

sufficient to facilitate the implementation of services from each tenant such as IT services, complaints services, security services, cleaning services. Personnel in each tenant are highly dependent on the agency that provides services at MPP Bale Madukara. The number of agencies that fill tenants at MPP Bale Madukara is as follows:

Ministry/Agency

- Immigration Office Class II Karawang
1. Customs and Excise Supervision and Service Office (Kppbc) Purwakarta
 2. Purwakarta Resort Police
 3. Purwakarta District Attorney
 4. Purwakarta District Court
 5. Ministry of Atr/Bpn Purwakarta \
 6. Ministry of Religious Affairs Purwakarta Regency
 7. Purwakarta Primary Tax Service Office
 8. Samsat Purwakarta
 9. Purwakarta Religious Court

Regional agency

10. One-Stop Investment and Integrated Service Office of Purwakarta Regency;
11. Department of Public Works Bina Marga Dan Pengairan Purwakarta Regency;
12. Purwakarta Regency Spatial Planning and Settlement Office;
13. Purwakarta District Environment Office;
14. Purwakarta District Fire and Disaster Management Department;
15. Purwakarta District Health Office;
16. Purwakarta Regency Manpower and Transmigration Office;
17. Population and Civil Registry Office of Purwakarta Regency;
18. Office of Cooperatives, Small and Medium Enterprises, Trade and Industry of Purwakarta District;
19. Purwakarta District Transportation Office;
20. Communication and Informatics Office of Purwakarta Regency;
21. Purwakarta Regency Archives and Library Office;
22. Department of Youth, Sports, Tourism and Culture of Purwakarta Regency;
23. Purwakarta District Social Service for Women's Empowerment and Child Protection;
24. Regional Revenue Agency of Purwakarta Regency.
25. Regional Secretariat of Purwakarta Regency
26. West Java Provincial Government
27. Dpmpstsp West Java Province

Bumn / Bumd

28. PT Pln (Persero) Up3 Purwakarta
29. PT Taspen (Persero)

30. PT Bank Mandiri Taspen Purwakarta Branch
31. BPJS Kesehatan
32. BPJS Ketenagakerjaan
33. PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk
34. PDAM Purwakarta "Gapura Tirta Rahayu"
35. PD. BPR Raharja Purwakarta
36. PT Pos Indonesia

Strategy formulation

The mission carried out at MPP Bale Madukara Purwakarta is to support the vision of the local government, namely "Realizing Purwakarta Istimewa" with a focus on the fourth mission, namely "Developing a strong village-based people's economy". The district's vision and mission are translated into 9 steps to continue Purwakarta Istimewa with a focus on the ninth step, namely "Investment climate development through the construction of an integrated licensing service center with the construction of a national standard licensing service mall for basic public services such as issuing investment permits, IMB, ID cards, birth certificates, marriage certificates and other public services as well as developing MSMEs through capital stimulus programs, developing product innovation, marketing and revitalizing environmentally friendly traditional markets."

The development of the Bale Madukara MPP as part of the One-Stop Integrated Service Investment Office is part of accelerating the achievement of the regional vision and mission mentioned above. The implementation of the 2020 Work Plan within the scope of the Investment and One-Stop Integrated Service Office of Purwakarta Regency is guided by the targets, key performance indicators (KPIs), programs and activities listed in the 2018-2023 DPMPTSP Strategic Plan document. The Investment and One-Stop Integrated Service Office (DPMPTSP) of Purwakarta Regency as a regional apparatus that organizes investment affairs based on Regent Regulation Number 172 of 2016 concerning the Details of Duties and Functions at the Investment and One-Stop Integrated Service Office has set the objectives of the regional apparatus as stated in the 2018-2023 DPMPTSP Strategic Plan document, namely "Creating a Conducive Investment Climate". To realize this goal, DPMPTSP Purwakarta Regency is supported by 2 (two) targets, namely:

Main Goal,

Increased PMA and PMDN Investment Growth

Indicator: Investment Realization Value of PMA and PMDN. With a performance target of 70 Trillion in 2022.

Second Goal,

Improved Quality of Investment Services.

Indicator: Community Satisfaction Index. With a performance target in 2022 of 82.45. The programs and activities for the second target in 2022 are as follows

Strategy implementation

The work program of MPP Bale Madukara refers to the work program made by the One-Stop Integrated Service Investment Office with the budget stated in the agency's Budget Implementation document. The implementation of the strategies

that have been determined can be seen from the achievements of the activities that have been made as follows:

Achievement of the first target: Increased PMA and PMDN Investment Growth

In order to attract investors to invest in Purwakarta Regency, the most important elements that influence are the existence of clear legal certainty related to investment in Purwakarta Regency, the availability of infrastructure, political, economic and social stability (security and public social conflict) and the availability of clear, accurate and interesting information about investment opportunities in Purwakarta Regency.

Purwakarta Regency always strives to increase investment every year. Therefore, to maintain and increase investment, it is necessary to increase investment competitiveness through creativity and innovation carried out by the Purwakarta Regency Government through the One-Stop Investment and Integrated Services Office related to policies, services, guidance and protection to investors so as to ensure comfort for investors to run their businesses in Purwakarta Regency.

The level of performance achievement based on the first target at the Investment and One-Stop Integrated Service Office of Purwakarta Regency for programs that have been carried out during 2022, namely as follows:

Investment Climate Development Program

Activity Outcomes to support the Investment Climate Development Program are :

The activity of determining the provision of facilities/incentives in the field of investment which is the authority of the Regency / City, aims to observe the facilities/incentives that are the authority of the region to be given to investors. Facilities / incentives are an attraction for investors to invest in Purwakarta Regency, the form given can be in the form of ease of licensing, tax relief / regional levies, facilitation of investment problems and so on.

The Provision of Regency / City Investment Potential Map activity, is an activity with a format to provide an investment profile in Purwakarta Regency to be used as a reference material for investors in investing.

Implementation of the Madukara Teras Public Service Outlet (GPP) in Jatiluhur District in 2022. Purwakarta Regency already has 4 terraces, namely Madukara Teras in Campaka, Wanayasa, Plered and Jatiluhur Districts. The aim is to bring services closer to the community by providing service facilities at sub-district offices in Purwakarta Regency. The types of services provided at Teras Madukara include business licensing services, population document services and *online* trials.

Investment Promotion Program

The activities that support the achievement of the Investment Promotion Program are:

- 1) Investment Promotion Strategy Formulation activities, by prioritizing effectiveness and efficiency in investment promotion through identification of existing potential. This is an alternative solution after the Covid - 19 pandemic.

- 2) Regency / City Regional Investment Promotion activities, with the intention of providing an overview for investors regarding potential investment opportunities in Purwakarta Regency. In 2022, as the Covid 19 case has subsided and has been allowed to carry out activities with limitations, promotional activities are carried out at the *Jogja Tourism, Craft, Trade and Investment* event, where Purwakarta Regency displays various MSME products and maps of potential for investment.

Investment Implementation Control Program

The activities that support the achievement of the Investment Implementation Control Program are:

- 1) Guidance and Monitoring of Foreign Investment (PMA) and Domestic Investment (PMDN), this activity is an activity with the method of conducting direct reviews and reports on investment activities (LKPM) with the aim of overseeing the implementation of the realization of PMA and PMDN investment in Purwakarta Regency. through this activity data on future investment opportunities can be presented accurately so that it becomes a reference for investors in carrying out their activities.
- 2) Compilation of the Community Satisfaction Index (IKM), this activity is carried out to determine the quality of existing services by seeking information from the community regarding responses to the services provided. This is done to improve the quality of licensing and non-licensing services.
- 3) Handling Licensing Complaints, this agenda is very important in relation to the quality of licensing and non-licensing services because public complaints should not be resolved so that it will cause negative public interest in government services.
- 4) Integrated Supervision of Licensing and Non-Licensing, This activity aims to monitor the implementation of licensing and non-licensing applications, ensure conformity between the type of company license and its implementation in the field, and supervise the validity period of company licenses.
- 5) Updating the Spatial Utilization Permit Database, this activity is the process of recording space use permits in Purwakarta Regency and monitoring other legal aspects related to fulfilling the obligations of business actors in carrying out their activities in the field.

Based on the description of these programs, the results of performance achievement against the target of Increased Growth of PMA and PMDN Investment in 2022 are as follows:



Chart 1. Comparison between Target and Investment Realization of DPMPTSP in 2020 – 2022 (in Trillion Rupiah)

Source: DPMPTSP Control Division, Year 2022

Based on the graph above, it can be seen the comparison between the target and the investment realization of the One-Stop Investment and Integrated Service Office in the period 2020 - 2022. There is a significant increase from the target that has been set with the results achieved from 2020 - 2022 which is the achievement of DPMPTSP performance results in 2022. From the target investment realization value set at 70 Trillion in 2022, it exceeded the target to 83.27 Trillion in 2022, or 118.96% of the predetermined target.

In detail, it will be illustrated in the following graph the achievement of PMA and PMDN Investment Realization at DPMPTSP from 2020 to 2022.

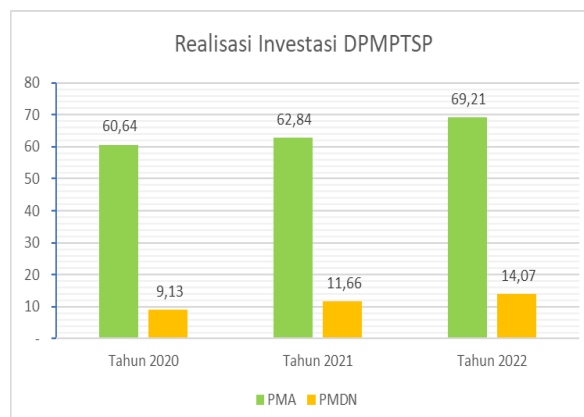


Figure 2. PMA and PMDN Investment Realization in 2020 – 2022 (in Trillion Rupiah)

Source: DPMPTSP Control Division, Year 2022.

Based on the graph above, it can be seen the achievement of PMA and PMDN Investment Realization in the last 3 years. The graph shows a significant increase in investment realization from 2020 - 2022. Foreign Investment (PMA) reached 69.21 trillion and Domestic Investment was 14.07 trillion.

Compared to 2021, there was an increase in the value of PMA and PMDN investments in Purwakarta Regency of 8.78 trillion, which indicates investment growth of 11.78% from the previous year.

The comparison of investment target achievements over a period of 5 (five) years can be seen in the table below:

Table 5. PMA and PMDN Investment Realization in Purwakarta Regency Year 2017 - 2022

Thn	Investment Realization		Growth Rate (%)
	Pma	Pmdn	
2018	51.713.011.499.955	4.501.092.600.000	12,65
2019	56.949.244.259.475	5.835.841.400.000	11.01
2020	60.640.107.962.208	9.126.934.600.000	11.12
2021	62.838.499.733.629	11.658.718.600.000	6.78
2022	69.206.073.478.518	14.067.391.148.468	11.78

Source: DPMPTSP Control Division, Year 2022.

The increase in the value of PMA and PMDN investment in Purwakarta Regency by 8.78 trillion and investment growth of 11.78% from the previous year shows the success of the Purwakarta Regency Government's efforts in creating a favorable environment for investors. These efforts include improving infrastructure and supporting facilities, legal certainty through the Purwakarta Regency RUPM 2018-2023 document, and the availability of clear investment potential information through potential books, potential maps, and audio-visual investment profiles in each region of Purwakarta Regency.

The factors above have a significant impact in attracting investors to invest in Purwakarta Regency. In addition, the increase in investment realization is also influenced by the higher level of compliance of PMA and PMDN companies in reporting their investment activities through the Investment Activity Report (LKPM). In 2022, as many as 600 PMA company projects and 560 PMDN company projects have successfully submitted LKPM through the LKPM Online system which is directly connected to the Indonesian Investment Coordinating Board.

Achievement of the Second Objective: Improved Quality of Licensing Services

Public services are a fundamental right for all citizens. The demand for quality public services is increasing along with people's awareness of democratic values. Ensuring the quality of public services is an essential responsibility attached to the Government. Service quality is one of the crucial aspects of organizational performance, which is generally influenced by factors such as systems, institutions, human resources, and finance.

To improve service quality, as mandated by Law of the Republic of Indonesia Number 25 of 2000 concerning the National Development Program, it is necessary to develop a community satisfaction index as an indicator to evaluate service standards. In addition, data from the community satisfaction index can also be used

as a basis for evaluating aspects of services that require improvement, as well as motivation for each service delivery unit to improve the quality of its services.

Thus, the quality of service according to the government is measured based on the public satisfaction index, in accordance with the provisions stipulated in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 16 of 2014 concerning Guidelines for Public Satisfaction Surveys on Public Service Implementation. Community satisfaction surveys are conducted on work units or service offices in government agencies that provide direct or indirect services to the public, with the aim of continuously improving the quality of public services.

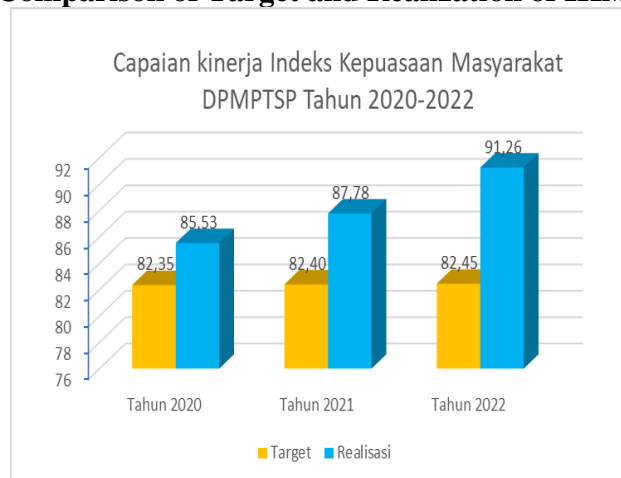
The Investment and One-Stop Integrated Service Office of Purwakarta Regency, as part of the local government responsible for investment affairs in Purwakarta Regency, provides administrative services related to investment activities in the region. These services are in the form of licensing services that aim to support the implementation of investment activities.

The authority related to the granting of permits in Purwakarta Regency has been regulated in Purwakarta Regent Regulation Number 118 of 2018 concerning Delegation of Authority for Permits and Non-Permits to the Head of the Investment and One-Stop Integrated Service Office.

From the 60 types of licenses and non-licenses delegated to DPMPTSP in 2022, 3,126 licenses and non-licenses have been registered, 2999 licenses have been taken and 106 licenses have been revoked, and the retribution obtained is Rp. 4,689,425,024, - Where is the number of licenses and realization of licensing and non-licensing retribution in Purwakarta Regency in 2022.

The achievement of the second target performance result, namely the Community Satisfaction Index in 2022, is as shown in the following table:

Figure 3. Comparison of Target and Realization of IKM 2019-2022



Source: DPMPTSP Control Division, Year 2022.8

In 2022, there was an increase in the value of the community satisfaction index (IKM) from the initial target of 82.45 to 91.26, which increased by 110.69% from the predetermined target. This IKM value is part of the 2018-2023 Strategic

Plan and is used as a benchmark for target performance by the Investment and One-Stop Integrated Service Office (DPMPTSP) of Purwakarta Regency, so that performance targets can be set. Although not previously used as an indicator of the performance of the Office, the IKM value is still measured annually to evaluate the level of public satisfaction with the services provided by the DPMPTSP Purwakarta Regency.

What obstacles are faced in the implementation of the Clean and Serving Bureaucratic Area (WBBM) acceleration policy at MPP Bale Madukara Purwakarta?

The obstacles faced in implementing the policy of accelerating the clean and serving bureaucratic areas are as follows:

1. There is still no SOP listed in each tenant or listed on the web <https://mpp.purwakartakab.go.id/> so that the public does not know the standardization directly at the MPP location.
2. There are factors that are still not effective in the implementation of Bale Madukara MPP services such as limited ICT resources so that when there are obstacles, telecommunications network disruptions take a long time and are not handled immediately.
3. There is no free complaint number for the MPP bale madukara service, so people can only complain online.
4. There is no regulation that technically regulates the implementation of public services at the Madukara Bale Public Service Mall that regulates *disaster recovery* (disaster management) both natural and technical in nature.

CONCLUSION

Based on the results and discussion above, it can be concluded as follows. 1. The strategy of the Clean and Serving Bureaucracy (WBBM) acceleration policy based on the theory of Wheelen and Hinger in Ade Irawan (2015: 45) at MPP Bale Madukara still needs strengthening in *strategy formulation* and *strategy implementation*. In connection with *strategy formulation*, there needs to be an increase in management such as work programs and special SOPs for MPP Bale Madukara. While related to *strategy implementation*, the overall performance of DPMPTSP is very good, but specifically MPP Bale Madukara has not been measured, and it is necessary to evaluate and control all tenants who are members of MPP Bale Madukara. 2. The obstacles faced are technically related to coordination and management instruments such as SOPs.

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