


# The Effectiveness of Public Service Centers in Medan City, North Sumatra Province

Nindya Adhistry

Program Studi Ilmu Pemerintahan, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas LangLangBuana

Article Info	ABSTRACT
<b>Keywords:</b> Effectiveness, Public Service Mall, Medan City	This study examines the effectiveness of the Public Service Mall (MPP) in Medan City, North Sumatra Province, focusing on its ability to provide efficient and accessible public services. This study employed qualitative methods with data collection techniques including direct observation, interviews, and document analysis. The data analysis technique employed was thematic analysis. This method was used to evaluate the extent to which the MPP has achieved its objectives and identify factors that hinder its effectiveness, as well as to explore strategies to improve the efficiency of services provided at the Medan City MPP. The results of this study indicate that the implementation of the Medan City MPP has, in principle, demonstrated a concept for achieving its objectives, particularly in the aspect of providing public services under one roof that facilitates public access to various services. However, overall effectiveness remains low. This is indicated by the gap between the formulated objectives and actual results in the field. Several indicators, such as service speed, procedural consistency, and integration between agencies, still require significant improvement.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Nindya Adhistry Program Studi Ilmu Pemerintahan, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas LangLangBuana <a href="mailto:nindyaadhistry08@gmail.com">nindyaadhistry08@gmail.com</a>

## INTRODUCTION

In the era of globalization and digitalization, governments around the world face the challenge of improving the quality of public services. Technology transforms civilization and culture, as it is a fundamental element of culture. In this era of globalization, people quickly learn about developments occurring in other parts of the world, across borders and countries, without any barriers, simultaneously and in real time. Issues of democratization, human rights, legal security, the eradication of discrimination, and the eradication of corruption and nepotism spread rapidly. The reform era, with the increasingly widespread emergence of the internet in the 1990s, has given rise to two of society's most important demands: freedom and equality.

Public services have now produced quite a lot of innovation, one of which is public services transformed by digital technology. Digital transformation is a form of technology collaboration with a government framework to create effective and efficient public services through the digital sector. A government system that uses a digital basis can increase government performance and enable many activities to be carried out correctly.

The presence of Public Service Malls (MPP) is one strategy to address public demands for quality, transparent, and accountable public services. However, the effectiveness of MPP implementation is measured not only by its physical presence, but also by the quality of services provided, the extent to which policies can be optimally implemented, and the involvement of local governments and collaboration between the agencies involved. The majority of MPPs in the regions still face challenges in system integration, human resources, and coordination between service provider institutions. Therefore, a study of the effectiveness of the implementation of the MPP is important to determine the extent to which the objectives of establishing the MPP have been achieved and what impact it has had towards improving the quality of public services in the region.

Medan City is one of the regions that already has a MPP. The Medan City MPP was approved and began operating on February 29, 2024. Consisting of 26 service agencies (OPPP) that provide 70 public services under one roof ranging from Immigration services, BPJS, Disdukcapil, Polkam, PLN, Tax, to professional services such as the Doctors Association and other Professional Institutions.

The problem with the Medan City Public Service Mall is the limited facilities and operational space. Currently, the Medan Public Service Mall only operates one of the five floors available, so service capacity is still limited. The waiting room and supporting facilities are not fully adequate to serve the surge of visitors, especially during peak hours, some special rooms for services that require privacy (e.g., legal consultations, health) are still less representative. Then, socialization and public understanding, many residents, especially the elderly group, do not fully understand how to utilize the MPP and integrated digital services. The lack of education and information about available services causes residents to still choose traditional administration at the offices of each agency. Next, Coordination Between Agencies, Because it involves many different agencies (26 tenants), operational coordination and handling of cross-agency issues remains a challenge. There are obstacles in data synchronization and administrative processes that impact less smooth service.

This phenomenon indicates that the Public Service Mall in Medan City is still not optimal in reaching various services outside the Civil Registration Department (Dukcapil). This could be due to several factors, such as limited coordination with other agencies, minimal public outreach, and the suboptimal implementation of digitalization in the service system. Furthermore, the obstacles faced by the public in accessing digital application-based services could also be a hindering factor, with many applicants still requiring assistance from officers during the application process.

The Public Service Mall in Medan City needs to improve strategies that can ensure long-term service continuity. It is hoped that in the future, the Public Service Mall in Medan City can serve as a model for other regions in implementing collaborative governance, thereby improving the quality of public services throughout Indonesia. The implementation of services at the Public Service Mall in Medan City is a strategic step to improve service quality. With good and orderly cooperation among policymakers, the Public Service Mall can provide competent and reliable problem-solving to the public.

The government continuously strives to improve the quality of public services, one of which is through Presidential Decree No. 89 of 2021 concerning the Implementation of Public Service Malls in Article 1 paragraph 2 of 2021, it is explained that Public Service Malls are public services in an integrated place organized by regional governments and the private sector in the form of goods, services, and administrative services. This is an effort to improve services in terms of convenience, speed, comfort, and security. From this, Public Service Malls are places for several government and private agencies in collaboration with the relevant district/city governments, and it is hoped that public services distributed to the general public will be provided effectively and efficiently. By improving the quality of services delivered by the government to the community, research is needed on the Effectiveness of Public Service Malls in Medan City, North Sumatra Province to determine the factors that hinder the effectiveness of public service malls in Medan City, North Sumatra Province.

This study aims to analyze the effectiveness of Public Service Malls in Medan City, North Sumatra Province and identify factors that hinder the effectiveness of these services. Based on the purpose of the research that has been described, the aim of this research is: To analyze the effectiveness of Public Service Malls in Medan City, North Sumatra Province . To identify factors that hinder the effectiveness of Public Service Malls in Medan City, North Sumatra Province. To realize the efforts of Effective Public Service Malls in Medan City, North Sumatra Province.

## METHOD

This study uses a qualitative research design that aims to understand the effectiveness of services at the Public Service Mall and explore views on service implementation. The types of data needed by researchers are primary data and secondary data. Primary data sources are data obtained through in-depth interviews. Researchers conduct direct interviews with informants to explore their views, experiences, and feelings about a particular topic, focus group discussions, observations and documentation, namely collecting data from relevant documents, such as notes, archives, or other written materials that can provide insight into the phenomenon being studied. Secondary data sources are data obtained from books or literature (books, journal articles, and previous research reports) that are relevant to the research topic. The data that researchers obtain from this secondary data is a theory related to this research, the theory of effectiveness.

The informants in this study were selected using purposive sampling and snowball sampling. Purposive sampling is a technique for selecting data sources based on specific considerations and needs. Snowball sampling is a technique for determining a sample that initially consists of a small number and then increases in size. A research informant is a source who refers to someone who understands the research object and is able to provide an explanation of the research topic. The samples or informants involved are people who can provide information about the situation and conditions of the research setting.

The data collection techniques used were observation, interviews, documentation, and triangulation. In this study, researchers tended to use triangulation, a data collection

technique that combines observation, interviews, and documentation to obtain data from the same source. Triangulation aims to improve the researcher's understanding of the findings. With triangulation, researchers simultaneously collect data and test its credibility.

In analyzing the research data, this researcher used descriptive qualitative data analysis techniques in the form of theory-driven thematic analysis. In theory-driven thematic analysis, the researcher does not start with themes that emerge purely from the data (inductive), but rather uses a theoretical framework as an initial reference (deductive) in grouping and interpreting the data. Thus, the data obtained from interviews with informants (users and managers of the Medan City Public Service Mall) are classified into three main dimensions of effectiveness according to Steers' theory.

## RESULTS AND DISCUSSION

### Effectiveness of Medan City Public Service Mall

This sub-chapter discusses the level of effectiveness of the implementation of the Medan City Public Service Mall (MPP) based on the theory of organizational effectiveness put forward by Richard M. Steers (1985), which underlines three main dimensions in assessing organizational effectiveness: goal achievement, internal integration, and adaptability.

#### Achievement of the Objectives of the Medan City Public Service Mall

Public Service Malls (MPP) exist to respond to community needs quickly, easily, and in an integrated manner, ensuring effective and efficient processes. To assess the extent to which these goals have been achieved, a comprehensive evaluative approach is required. Steers (1985) emphasized how an organization's effectiveness is measured not only by its goal attainment but also by its ability to maintain internal consistency and how well the results align with the organization's stated objectives.

##### 1. Clarity of Purpose Indicator

The research findings indicate that the public has a good understanding of the types of services available at the MPP, although this is not yet fully comprehensive. Some respondents even admitted to only knowing the MPP as a place to apply for ID cards or business permits, without fully understanding the function and scope of the services provided. This finding indicates limited effectiveness in disseminating information about the services offered.

Meanwhile, the public generally understands the documents and other necessary preparations for processing services. This reflects the efforts of officers and the service system to provide clear and transparent information regarding requirements. However, several complaints remain regarding differences in procedures between agencies, which can sometimes lead to confusion.

Furthermore, transparency regarding service fees has been quite effective. The public feels confident in the clarity and certainty of costs incurred during the service process, a positive indication that public services at the MPP are beginning to reflect the principles of openness and accountability.

##### 2. Strategy Implementation Consistency Indicator

Based on the research results, it is seen that core agencies such as DPMPSTP and Disdukcapil have been relatively successful in maintaining compliance with procedures through the preparation of service manuals, routine briefings, and a daily checklist system that ensures that every service step remains within the established SOP corridor.

After analyzing the consistency of the objectives of implementing the strategy through service procedures that are carried out consistently between agencies within the MPP environment, we can see how the public perceives and experiences the services they receive, especially regarding the suitability of the implementation procedures.

Public assessments are a tangible reflection of the successful implementation of the designed service strategies. Therefore, they provide a more objective picture of service quality at the Medan City MPP.

Overall, these results indicate that Richard M. Steers's dimension of consistent strategy implementation to achieve goals within the organizational effectiveness framework has been effectively achieved. The public has a sufficient understanding of the service's objectives, particularly regarding requirements and costs. However, understanding of the scope of services still needs to be improved through broader, more integrated outreach that reaches all levels of service users.

### 3. Actual Results Achieved Indicators

Based on the findings and analysis of the Goal Achievement dimension, it can be concluded that the effectiveness of the Medan City Public Service Mall (MPP) is still considered ineffective. Although the main objective of the MPP has been clearly defined, namely to simplify, accelerate, and integrate public services across agencies at the implementation level, this objective has not been optimally achieved. One of the main factors hindering this achievement is weak internal and external socialization. Many officers in the field do not have a complete understanding of the direction of MPP policies, while the public as service users have not received comprehensive information regarding the work system, service procedures, and available innovations.

## Integration of City Public Service Mall Services Medan

The second dimension of organizational effectiveness theory, according to Steers (1985), emphasizes the importance of internal integration in ensuring alignment of systems, actors, and processes within the organization. In the service process of Public Service Malls (MPP), integration reflects the effectiveness of coordination between tenant agencies, the quality of internal communication between officers, and the level of employee commitment to shared goals. Without proper integration, efforts to achieve goals will be hampered by functional fragmentation, sectoral egos, and information disintegration.

### 1. Inter-Departmental Working Relationships

In practice, this situation creates overlapping authority and confusion in the implementation of daily tasks. The public, as service users, suffers the most, as they are faced with inconsistent processes. This phenomenon indicates that, institutionally, the MPP is still unable to fully carry out its integrative function. Instead of simplifying and accelerating

bureaucratic processes and public services, the MPP remains limited to concentrating services in a single location.

### 2. Effective Internal Communication

This lack of an integrated communications system undermines perceptions of the professionalism and preparedness of the MPP as a unified public service. Public expectations for efficient and informative services are not met, as internal coordination, which should serve as a link between institutions, has become a weak point.

### 3. Employee Commitment to the Organization

Based on the analysis of various indicators within the Integration dimension, it can be concluded that the effectiveness of the Medan City Public Service Mall (MPP) remains in the ineffective category. While it is acknowledged that officers generally demonstrate a high level of personal commitment and dedication to providing the best possible service to the public, this has not been able to offset fundamental weaknesses in structural and systemic aspects. The MPP's still rigid and inflexible organizational structure across agencies is a major obstacle to synergistic cross-agency coordination and cooperation. Minimal structural flexibility prevents the service flow from responding quickly and appropriately to surges and public needs.

## **Adaptation and Implementation of City Service Mall TechnologyMedan**

The adaptation dimension is one of the main aspects in measuring the effectiveness of Public Service Mall (MPP) implementation, as stated by Steers (1985), namely the organization's ability to adapt to changes in both internal and external environments. Adaptation is important because public services are dynamic, influenced by regulatory changes, technological developments, and increasing public expectations. In the MPP of Medan City, adaptation is measured through three main indicators: the ability to innovate, flexibility of organizational structure, and response to external changes or policies.

### 1. Ability to Innovate

This situation demonstrates that the mere presence of innovation does not necessarily guarantee improved service quality if it is not accompanied by adequate technical readiness and outreach. Technological innovation in public services is not just about designing digital features, but also about how the technology can be understood, accessed, and optimally utilized by all levels of society, including those less familiar with digital devices. In this regard, the role of user education, simplification of application interfaces, and strengthening of support systems are crucial to ensure that innovation is not merely a symbol of modernization but actually contributes to improving service quality.

Successful public service innovation also requires a continuous cycle of evaluation and improvement. Technical complaints and field challenges should be viewed as feedback for continuous system improvement, not simply as obstacles. In this regard, strengthening the help desk system, problem-reporting mechanisms, and speeding up technical responses are indicators of innovation sustainability. Furthermore, technological innovation must be integrated into the service ecosystem, not simply as a sectoral initiative or short-term project.

## 2. Flexibility of Organizational Structure

Officials from various agencies complained that the lack of structural integration created an unbalanced workload—some counters were overcrowded, while others were relatively empty, but unable to assist each other due to overly rigid organizational boundaries. This lack of preparedness was exacerbated by the absence of workload-based management mechanisms, which should be standard in an integrated service system.

In other words, the MPP, which should be a symbol of modern, efficient, and integrated service delivery, is still trapped in the old, sectoral bureaucratic model, confined to agency silos. The inability to build a flexible and responsive structure demonstrates a failure to internalize a collaborative spirit among service providers.

Therefore, urgent improvements are needed, particularly in terms of reformulating work structures, strengthening cross-agency coordination, and implementing personnel rotation or redistribution mechanisms based on actual workload. Without these fundamental changes, the MPP will continue to face a gap between policy ideals and the reality of implementation on the ground.

## 3. Responding to Changes and Community Needs

A public service organization's ability to respond to external changes is a vital indicator in assessing its policy adaptability and the sustainability of innovation. In interviews with Public Service Mall (MPP) stakeholders, the majority of respondents—7 out of 11—positively assessed the MPP's response to various changes stemming from national policies, social dynamics, and technological developments. This indicates that at the upper structural level, the MPP is relatively adaptive to external pressures.

Complaints such as long queues, problematic digital systems, and a lack of accurate information on the ground persist. This suggests that the innovation and responsiveness built at the policy level have not yet fully translated into tangible changes in the user experience.

In conclusion, the MPP demonstrates a promising responsiveness to external dynamics, but this is not yet consistent across the organization. The gap between policy and implementation is a major obstacle to ensuring truly adaptive and user-oriented public services. Therefore, a more comprehensive internal communication system, regular training for officers, and monitoring and evaluation mechanisms are needed to ensure that any changes occur not only on paper but are also felt in real life by the public.

## Factors Inhibiting the Effectiveness of City Public Service MallsMedan

Based on the analysis of the three dimensions of organizational effectiveness according to Steers (1985), it can be concluded that the effectiveness of the Medan City MPP has not been optimal. Several major inhibiting factors are at the root of the ineffectiveness of goal achievement, weak service integration, and minimal adaptability.

### Weak Coordination Between Agencies

Solid coordination between service providers is an absolute prerequisite for achieving the Public Service Mall (MPP)'s goal of becoming a fast, transparent, and efficient integrated service center. However, in its implementation in Medan City, this coordination aspect

remains a significant weakness. Based on interviews with eleven informants consisting of management, tenant officers, and service users, 10 informants explicitly highlighted that the working relationship pattern between departments and agencies in the MPP has not been running optimally and tends to be sectoral in nature.

This weak coordination ultimately has a direct impact on public satisfaction. Interviews with five service users revealed a common complaint: a lack of synchronization of information between the service desk, the noticeboard, and the official MPP digital app. It's not uncommon for people to feel like they're being ping-ponged from one service to another, which is counter to the goal of bureaucratic acceleration and efficiency.

### **Standard Operating Procedures Between Different Agencies**

Differences in Standard Operating Procedures (SOPs) between agencies within the Medan City Public Service Mall (MPP) are a crucial obstacle to achieving integrated, fast, and efficient public services. In-depth interviews with internal sources and service users revealed that variations in administrative procedures between tenants often lead to confusion, delays, and even complaints from the public, leading to a decline in public trust in the MPP.

This aligns with research that found that in the process of digitizing public services, significant obstacles arise from a lack of coordination between divisions and inconsistent leadership guidelines and standard operating procedures (SOPs). This ultimately undermines service effectiveness.

Conceptually, the MPP is expected to unite various types of government and non-government services under one roof with standardized procedures. However, in practice, each agency still adheres to sectoral SOPs established by their parent ministries or agencies. For example, population services regulated by the Population and Civil Registration Office have different processes and supporting documents than licensing services under the Investment and One-Stop Integrated Services Office (DPMPTSP). These differences are often not harmonized through the MPP's internal policies, leading to overlapping procedures.

The real impact of this disparity in SOPs is evident in the user experience. Several respondents reported having to return to complete documents that could have been obtained or verified electronically if a unified SOP system were in place. Discrepancies in information regarding required documents between front office staff and the agency's official website are also common, due to the lack of uniform cross-platform SOP updates. This creates inefficiencies in time and effort and has the potential to increase administrative burdens that could be minimized through procedural integration.

Besides impacting users, differences in SOPs also impact the performance of service staff. Interviews with several tenant staff revealed confusion when handling cross-service requests whose procedures are not synchronized. This situation forces staff to improvise to bridge the gap in procedural coordination, potentially violating sectoral regulations or creating duplication of tasks.

This phenomenon indicates that the Medan City MPP has not fully implemented an effective one-stop service approach. Rather than creating synergy between services, differences in SOPs actually reinforce bureaucratic barriers between agencies within shared service areas. Therefore, harmonization of SOPs across tenants needs to be a priority in improving MPP management. Standardization efforts can begin with the formation of an integrated SOP development team involving representatives from each agency, accompanied by regular procedural audits to ensure compliance with user needs and the latest policy developments.

### **Lack of Human Resources**

The availability of adequate human resources (HR), both in quantity and quality, is an absolute prerequisite for the delivery of excellent public services. However, research findings indicate that Medan's Public Service Mall (MPP) still faces fundamental challenges related to limited service personnel. Most respondents, both staff and service users, complained about the shortage of staff at several tenants, particularly during peak hours and peak demand periods.

The lack of human resources directly impacts the effectiveness of service flows. In some cases, long queues are not compensated by additional counters or relocation of staff to service points experiencing a surge in visitors. As a result, the public must wait longer than the established standard service time. This not only lowers public satisfaction but also impacts perceptions of local governments' commitment to improving bureaucratic quality.

The limited number of support staff, such as IT technicians or information service staff, has exacerbated the situation. Implementing digital systems, online queue applications, and self-service kiosks requires responsive technical support, especially for those unfamiliar with technology. The lack of dedicated staff to assist users means potential technical issues cannot be resolved quickly, placing a burden on front office staff who should be focused on core administrative tasks.

Structurally, this human resource shortage is inextricably linked to immature personnel policies. Not all agencies have policies for recruiting additional staff or workload-based rotation mechanisms. Some tenants rely entirely on their respective parent agency's staffing, without any additional staffing scheme to support the integrated operations of the MPP.

To address these challenges, local governments need to formulate more flexible and adaptive human resource management policies. One possible step is to optimize the redistribution of service personnel based on an analysis of the actual workload at each tenant. Furthermore, capacity building through technical and public service training is also urgent, ensuring staff have cross-service competencies in line with the characteristics of MPPs as integrated service centers.

### **Efforts to Increase the Effectiveness of City Public Service MallsMedan**

To address the effectiveness challenges facing the Medan City MPP, the local government, through the DPMPTSP as the managing agency, has taken several steps to improve the performance of the public service system. These steps focus on strengthening

human resources (HR), improving facilities and infrastructure, and collaboration between tenant agencies. These three aspects are key pillars that can strengthen the achievement of organizational goals, enhance integration, and encourage adaptation to change.

### **Establishment of a Special UPT to Regulate MPP Operational Management**

Based on field findings, weak coordination is due to the absence of a single management unit. While proposed as a model for integrated public services, in practice, the MPP still relies on the sectoral work patterns of each tenant, resulting in dispersed operational responsibilities without centralized management control. This situation results in overlapping tasks, long, unmanaged queues, and asynchronous service policies between tenants.

The existence of a Technical Implementation Unit (UPT) can address this fragmentation by providing a clear and flexible command structure. The UPT acts as a single authority that facilitates the harmonization of procedures between agencies, establishes shared operational standards, and conducts regular service quality controls. Furthermore, the UPT is responsible for designing daily technical service policies, managing staff work schedules, and responding to emergency situations—such as visitor congestion or digital system disruptions. With a dedicated UPT, arrangements for reassignment, mobilization of reserve staff, or additional counters can be implemented more quickly due to the centralized decision-making mechanism.

From a budgeting perspective, UPTs funded through direct city government expenditures can eliminate dependence on allocations from the tenant's source agency. This provides funding flexibility for emergency operational expenses, procurement of supporting facilities such as additional digital queue devices, or increased internet network capacity. This efficiency supports the MPP's optimal operation even under the pressure of high visitor volumes.

Thus, the establishment of a dedicated Technical Implementation Unit (UPT) for the Medan City MPP is a crucial foundation for realizing integrated, measurable, and responsive public services. It not only clarifies coordination between agencies but also ensures certainty of service standards for the public, the ultimate beneficiaries. This step aligns with the spirit of bureaucratic reform, which demands speed, accuracy, and technological adaptation in all public service delivery.

### **Inter-Agency Collaboration**

Close collaboration between agencies is a crucial foundation for ensuring the optimal effectiveness of Medan City's Public Service Mall (MPP). Research findings indicate that weak synergy between MPP institutions remains a key inhibiting factor, particularly due to procedural differences, overlapping authority, and poor information flow. Therefore, strengthening cross-agency coordination and cooperation is a crucial strategy that requires immediate implementation.

Collaborative efforts should not be limited to the internal aspects of the MPP but also require support from local governments as macro policy managers. The Medan City Government must play an active role in facilitating coordination between vertical and horizontal agencies, including encouraging regulatory adjustments where overlapping

regulations arise. Budgetary support should also be directed toward service integration programs, the development of shared information systems, and cross-unit training to ensure that staff at each tenant have a unified understanding.

The MPP's success as a modern public service hub can only be achieved if each work unit within it is functionally, procedurally, and systemically interconnected. Enhanced cross-agency collaboration is key to building a truly integrated, non-fragmented service, enabling it to realize the MPP's vision as a fast, easy, transparent, and accountable service center for all Medan residents.

### **Training and Human Resource Development**

Continuous human resource training should be viewed as a long-term investment, not simply a formality. Training can focus on three main aspects. First, strengthening digital literacy. With the increasing use of online queuing applications, self-service kiosks, and integration with risk-based OSS systems, officers need technical competency to assist those who are still technologically challenged. Interview data shows that service users still require direct guidance when using the MPP application.

Next, improve public communication skills. Public Service Officers are the frontline defenders of government service image. Therefore, the ability to explain procedures in easy-to-understand language, a friendly demeanor, and patience in handling complaints must be core competencies. Training based on service simulations and real-life case studies can be implemented to foster professional work habits at the service counter.

Furthermore, cross-sectoral policy insights are needed to be strengthened. Evaluation results indicate that officer confusion often arises from a lack of information regarding changes to the SOPs of other tenants operating at the MPP. Therefore, regular cross-training between agencies is necessary to ensure officers understand the service flow of other tenants, emergency procedures, and cross-unit problem handling. This approach is crucial to support flexible assignments when relocation of officers is required during periods of high queues.

Human resource training must be supported by a systematic framework, starting with establishing a curriculum based on field needs, involving competent resource persons, and continuing with post-training evaluation. Post-training performance monitoring is also crucial so that training outcomes can be measured quantitatively through user satisfaction indicators, service completion time, and the number of complaints successfully resolved.

The Medan City Government can partner with government apparatus training institutions, universities, or public service practitioners as strategic partners in designing contextual and applicable training modules. Training funding can be allocated through the capacity building budget for civil servants and non-civil servants serving in the MPP.

### **CONCLUSION**

Based on the results of research and discussion regarding the level of effectiveness of the Medan City Public Service Mall (MPP), several conclusions can be drawn as follows: The implementation of the Medan City MPP has in principle shown the existence of a concept

for achieving objectives, especially in the aspect of providing public services under one roof that makes it easier for the public to access various services. However, overall effectiveness is still low. This is indicated by the gap between the objectives that have been formulated and the actual results in the field. Several indicators such as speed of service, consistency of procedures, and integration between agencies still require significant improvement. Several main factors that hinder the effectiveness of MPP include: Low coordination between tenant agencies, especially vertical agencies and the private sector whose systems are not yet fully integrated with DPMPTSP. Different Standard Operating Procedures Between Agencies. Causing ineffective internal communication, which ultimately makes information often uneven among officers. Lack of Human Resources. Efforts to Improve the Effectiveness of the Medan City MPP. In response to these obstacles, various efforts have been and need to continue to be made, including: Encouraging the acceleration of the formation of UPT MPP so that institutional management is more independent and adaptive. Collaboration Between Agencies. Strengthening training and equipping of officers, particularly those from partner agencies. Increasing public outreach through digital media, brochures, and direct assistance.

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