

TRANSFORMING TULANG BAWANG MPP SERVICES THROUGH CHANGE MODELS AND BUSINESS PROCESS REDESIGN

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ABSTRACT

The operation of Public Service Mall (MPP) in Indonesia is frequently constrained by service fragmentation, ego-sectarianism, and unaligned business processes, despite integrating various agencies into a single location. This study aims to construct a business process redesign mechanism as an instrument to strengthen service quality at the Tulang Bawang Regency MPP. A qualitative approach with an explanative single-case study design was employed, utilizing in-depth interviews, observations, and documentation. The results indicate that service transformation does not occur linearly but through a mixed governance mechanism that combines formal procedures with adaptive, informal coordination among actors in the field. Service digitalization serves as the primary driving factor forcing organizations to implement an Empirical Model of Business Process Redesign Mechanisms. This model consists of seven circular stages: initial condition, triggers, drivers, socio-technical systems, change mechanisms, business process redesign, and optimization outcomes. In conclusion, public service optimization is not merely a technical-digital intervention. Instead, it is the product of a harmonious interaction between actor capacity, institutional legitimacy, and adaptive technological systems to ensure sustainable governance.

Keywords: Public Service Mall, Business Process Redesign, Change Mechanism, Digital Transformation, Service Governance.

INTRODUCTION

The provision of public services is a manifestation of the fundamental role of government in realizing responsive and accountable governance. In Indonesia, the urgency of strengthening service quality is constructed as part of the bureaucratic reform policy direction through innovation and institutional restructuring. Nevertheless, empirical literature still highlights a linear gap between regulation and implementation; the quality of public services is currently being tested by challenges surrounding efficiency, effectiveness, and low connectivity among stakeholders (Rahayu et al., 2022; Ali et al., 2023).

Based on global governance assessments, the quality of governance in Indonesia is currently categorized as moderate. This is reflected in the achievements of the Worldwide Governance Indicators (WGI), which confirm that bureaucratic effectiveness has not run at its maximum capacity (World Bank, 2023). In line with these findings, the