

Citizen Centric Service at Sukabumi City Investment Office and One Stop Integrated Services

Ghefira Rachima M. Noor^{1*}, Dian Purwanti², M. Rijal Amirulloh³

^{1,2,3}Universitas Muhammadiyah Sukabumi, Indonesia

Email: ghafirarchima@ummi.ac.id ; dianpurwanti042@ummi.ac.id ; mrijal Amirulloh@ummi.ac.id

Abstract. This study aims to measure the level of optimization of the implementation of Citizen-Centric Services in Public Service Malls managed by the Sukabumi City Investment and One-Stop Integrated Services Office based on the perception of the public as service users. The research uses a quantitative descriptive method. Data was collected through the distribution of questionnaires to 100 respondents using incidental sampling techniques. The research instrument was compiled based on the dimensions of Carlson and Schwarz's service quality. Data analysis was carried out using a one-sample t-test with the help of the SPSS application. The results of the study show that the implementation of Citizen-Centric Services in the Sukabumi City Public Service Mall is in the optimal category. This is shown by an average value of 102.46 with a significance value of $0.001 < 0.05$. The dimensions of convenience, justice, and security received the highest assessment from the community because services were considered more accessible, transparent, and non-discriminatory. However, the reliability dimension still needs to be improved, especially related to the timeliness of services and public understanding of digital services. This study concludes that the implementation of Citizen-Centric Services has contributed positively to improving the quality of public services in the Sukabumi City Public Service Mall. The findings are expected to be evaluated to improve the quality of community-oriented public services and as a reference for further studies related to the implementation of citizen-centered public services.

Keywords: : Citizen-Centric; Public Services, Integrated Services

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INTRODUCTION

Haryati & Rosmiati (2024) declare that public services are activities carried out by the government or public institutions to meet the needs and expectations of the community through the provision of information services or facilities that aim to improve the welfare and quality of life of the community. Public service is the implementation of community activities and needs by the government. The needs in this context are not personal needs but various needs that are actually expected by citizens, namely service needs which are the rights of the community as members of the state. (Purwanti, 2017). A service can be considered quality if the beneficiary obtains the right to satisfactory service and provides satisfaction for the audience. (Trijultian et al., 2022). (Febrianto et al., 2025) declares the quality of public services is an important indicator in assessing the success of government administration because good service can increase public trust in government institutions. (Wijayanti et al., 2025) explained that in the context of bureaucratic reform in Indonesia, the government continues to encourage the transformation of

Email Correspondence*:
ghafirarchima@ummi.ac.id

public services to be more responsive, transparent, efficient, and focused on the needs of the community through bureaucratic downsizing, digitization of services, and strengthening the principles of good governance.

Paramitha & Nawangsari (2025) stated that one form of public service innovation is the establishment of a Public Service Mall (MPP). Based on (Peraturan Menteri PAN dan RB Republik Indonesia Nomor 23, 2017) MPP is defined as a facility that brings together public services from various agencies under one roof. (Suwanda et al., 2019) explained that the Public Service Mall is a place where public service implementation activities take place, both in the form of goods, services, and administrative services. The objectives of the MPP policy include increasing speed, comfort, and safety, as well as increasing time and cost efficiency for the community. This concept was developed as a form of strengthening one-stop integrated services by integrating various central government agencies, local governments, State-Owned Enterprises (SOEs), and the private sector in one coordinated service system.

Ariyanti et al. (2024) explained that in addition to improving service efficiency, the establishment of a Public Service Center (MPP) is also part of the government's efforts to create more integrated services and focus on public satisfaction. (Lisyam & Hilal, 2024) stated that by consolidating various types of services into one location, the public no longer needs to visit several agencies to handle administrative matters, making the service process more comfortable and efficient. The establishment of MPP also encourages better inter-agency coordination in providing fast, easy, and transparent services. Therefore, the implementation of MPP is expected to improve the quality of public services while strengthening public trust in government performance in achieving good governance.

The implementation of Public Service Mall (MPP) has been adopted by various local governments in Indonesia as part of efforts to improve the quality of public services. One of the regions that has implemented this policy is the Sukabumi City Government through the One-Stop Investment and Integrated Services Office (DPMPTSP). Currently, MPP Sukabumi City integrates 23 agencies, offering more than 100 types of services in one integrated service location. (Asrof, Irwansyah, and Fahrudin 2025) stated that MPP is expected to increase access to public services while improving the quality of services to be more effective, efficient, and responsive to the needs of the community. The latest evaluation confirms the effectiveness of MPP implementation in improving the quality of local public services.

However, the implementation of public services in the Sukabumi City MPP still faces various challenges. Based on data on visits to MPP tenants in Sukabumi City in 2025, most

people only use services from certain agencies such as Disdukcapil, DPMPTSP, Samsat, and Disnaker, while services from other agencies are relatively rarely accessed by the public. Recent studies confirm similar uneven utilization patterns in other MPPs. This condition shows that the use of services in MPP is uneven and still refers to certain types of services that are already known by the public.

In addition, based on data from the Sukabumi City DPMPTSP in 2025, the number of services provided by MPP shows a pattern of fluctuations throughout the year. In January there were 474 services, then increased in February to 573 services. However, the number declined significantly in March and April before finally increasing sharply until it peaked in May with 669 services. After passing the peak period, the number of services declined again in June and July, even continuing to decline until reaching 397 services in September. Entering the end of the year, the volume of services began to stabilize in the 400s, namely 469 services in October, 470 services in November, and 459 services in December. The fluctuation pattern shows that the level of public service utilization in the Sukabumi City MPP is still unstable.

From a regulatory perspective, the operation of Public Service Malls (MPP) has a clear legal basis based on (Peraturan Menteri PAN dan RB Republik Indonesia Nomor 23, 2017) concerning Public Service Mall Operations, which aims to provide fast, easy, affordable, safe, and comfortable services (Ariyanti et al., 2024). This condition is strengthened through West Java Provincial Regulation Number 3 of 2017 concerning the Implementation of Public Services and (Perwali Sukabumi Nomor 20 Tahun 2024, 2024) concerning the Operation of Public Service Malls. The regulation emphasizes that public services must be carried out based on the principles of integration, coordination, accountability, accessibility, comfort, and usefulness for the community. (Umami, 2022) Normatively, public service regulations stipulate that services must be provided in accordance with the principles of integration, coordination, accountability, accessibility, convenience, and utility, as reflected in the principles of transparency, accountability, participation, and accessibility of services for all citizens.

These problems show that public services in the Sukabumi City MPP are not fully able to meet the needs of the community evenly. The lack of service socialization, inconsistency in the presence of officers, and limited service information are some of the factors that affect the quality of public services in MPP. Approach Citizen-centric service Placing the community as the center of service, so that the service does not only focus on administrative procedures, but also on the experience, needs, and satisfaction of the community as service users. (Denhardt & Denhardt, 2003) explains that the New Public Service emphasized that the government has the main

function to serve the community (serving citizens, not customers), not just exercising administrative authority. Thus, the success of public services is not only measured by the efficiency of the organization, but also by the extent to which the service is able to meet the needs of citizens in a fair, responsive, and participatory manner.

According to Singh in (Bahasoan & Laurens, 2025), citizen-centric service Design can be defined as a comprehensive way that puts the community at the center of the public service development process. This citizen-centric approach is primarily concerned with the needs of the community or developing products and services that are based on benefits to citizens. Concept Citizen-centric Services Theoretically rooted in a paradigm New Public Service developed by Janet V. Denhardt and Robert Denhardt. In the paradigm New Public Service, the government's main focus is "serving" not "driving". This concept places citizens as the main actors in the administration of government. In practice, a citizen-centric approach to service requires the government to no longer view the public only as passive recipients of public services, but rather as active partners involved in the process of formulation, implementation, and evaluation of public policies (Kim et al. 2022). Therefore, the success of public services is not only measured by bureaucratic efficiency, but also by the level of citizen satisfaction, participation, trust, and public involvement in the service process. This approach also encourages the creation of more transparent, responsive, participatory, and accountable governance, so that public services are able to respond to the real needs of citizens in a fair and sustainable manner (Hong et al., 2025).

Several previous studies have shown that Citizen-centric service has a positive influence on the quality of public services. Research (Bahasoan & Laurens, 2025) found that the application of the service design Citizen-centred has a significant effect on improving the satisfaction of public service users. Research (Zahra et al., 2025) related to the effectiveness of MPP, Sukabumi City also showed that services have not run optimally due to weak digital socialization and lack of integration services. Meanwhile, research (Sekarsari, 2023), the Malang City MPP found that although the level of public satisfaction is relatively high, there are still various obstacles in terms of communication of services, facilities, and responsibilities of public services.

However, most previous research has focused on organizational effectiveness, general public satisfaction, or technical aspects of public service. Research on the application of citizen-centric service in the context of Public Service Malls, especially those that assess services based on public perception as direct users of services, is still relatively limited. (Fikri, 2023) stating that the study using gap analysis and performance evaluation also highlights similar limitations in

quality of service measurement. Therefore, this research has a novelty with a focus on the application of citizen-centric service at the Sukabumi City Public Service Mall based on the perspective of the community as service recipients using Carlson and Schwarz service quality indicators in the paradigm New Public Service.

This study aims to analyze the application of citizen-centrized services at the Sukabumi City Investment and One-Stop Integrated Services Office. The results of the research are expected to make an academic contribution to the development of public administration studies, especially related to community-based public services, as well as evaluation materials for local governments in improving the quality of public services in the Sukabumi City Public Service Mall.

METHODS

This study employs a descriptive quantitative approach to objectively describe the level of optimization of citizen-centric services at the One-Stop Investment and Integrated Services Office of Sukabumi City. The quantitative method was chosen because the data collected are in numerical form and analyzed using statistical techniques. According to Sugiyono (2023), descriptive research aims to understand the existence of independent variables—either singly or in combination—without making comparisons or examining relationships with other variables. The object of this research is the implementation of citizen-centric services at the Sukabumi City Public Service Mall (MPP), located on Jalan Mayawati Atas No. 11, Cikole District, Sukabumi City, West Java. Data were collected through questionnaires distributed directly to 100 respondents using incidental sampling technique, as the population of service users is dynamic and the exact number cannot be determined. The questionnaire was developed based on Carlson and Schwarz's service quality indicators, which consist of eight dimensions: convenience, security, reliability, personal attention, problem-solving, justice, fiscal responsibility, and citizen influence, and measured using a five-point Likert scale. Data analysis was conducted using descriptive statistics assisted by SPSS software. The instrument was first tested for validity and reliability, followed by a one-sample t-test to determine whether the implementation of citizen-centric services at the Sukabumi City Public Service Mall has been running optimally by comparing the empirical mean with the established standard value.

RESULTS AND DISCUSSION

Along with the community-oriented public service paradigm that continues to develop, the government is expected to be able to provide services that are not only administratively effective but also responsive to the needs and satisfaction of the community as service users (Mozin & Syarifah Arkani, 2025). A citizen-centered approach to service is one of the key concepts in

creating public services that are more participatory, equitable, and focused on the public experience. Based on this, this study aims to find out whether the implementation of citizen-centered services at the Sukabumi City Public Service Center is optimal or not. The study was conducted on 100 respondents who had used services at the Sukabumi City Public Service Mall. Able to define the quality of public sector services according to the paradigm, New Public Service community-oriented (Citizen-centric services) need to pay attention to indicators in measuring service quality. According to Denhardt & Denhardt, there is a comprehensive list of measures to measure the quality of service for local governments as proposed by Carlson and Schwarz, which include: Facilities (Convenience), security (Security), reliability (Reliability), personal attention (Personal attention), troubleshooting (Problem-Solving Approach), justice (Justice), fiscal responsibility (Fiscal responsibility), and the influence of citizens (Citizen Influence). (Fauzi & Kushendar, 2023).

The characteristics of the respondents in this study consisted of gender, age, last education, and the type of services used. Based on the results of the study, the majority of respondents are people of productive age who most often use population administration services, business licensing, and regional tax services. The respondents in this study represent a diverse group of service users at the Sukabumi City Public Service Mall (MPP). They span various age groups, ranging from the younger generation (17–25 years) to adults and older age groups (above 45 years), with a relatively balanced distribution across all categories. In terms of gender, male respondents accounted for 57% while female respondents made up 43%, indicating that both men and women actively utilize the services with fairly balanced gender representation. Regarding occupation, the majority of respondents were entrepreneurs (23%), followed by private employees (22%), students (21%), others (18%), and civil servants (16%). This distribution demonstrates that the MPP serves a highly heterogeneous community in terms of professional backgrounds, dominated by business actors and private sector workers. The Validity Test is used to check whether the research instrument is really valid or not. A research instrument is considered valid if each part of the instrument is considered valid based on the results of the tests conducted.

The validity test results confirm that the research instrument is suitable and robust for measuring the implementation of citizen-centric services. All 24 statement items in the Citizen-Centric Services variable were declared valid. Each item demonstrated a correlation coefficient (r -count) greater than the r -table value of 0.197 at a significance level below 0.05. This indicates

that the questionnaire effectively captures the eight dimensions of citizen-centric service quality as proposed by Carlson and Schwarz.

The strong validity of the instrument provides a solid methodological foundation for this study, ensuring that the collected data accurately reflect public perceptions of service quality at the Sukabumi City Public Service Mall. According to (Hidayat & Stiawati, 2024), a valid research instrument is crucial in public service quality studies because it guarantees that the measured constructs truly represent the multidimensional aspects of citizen experience. Similarly, (Rivaldi et al., 2026) emphasized that validated questionnaires based on citizen-centric indicators produce more reliable insights into service integration and community satisfaction. This validity assurance aligns with the New Public Service paradigm, which stresses the importance of accurate measurement tools to evaluate whether public services genuinely prioritize citizens' needs (Denhardt & Denhardt, 2003).

The Reliability Test is used to find out the extent to which respondents' answers are consistent based on the instrument used. The higher the reliability of the instrument, the more consistent the answers given by the respondents. To test reliability, several test methods are used that aim to generate a reliability coefficient as a reference to determine whether the reliability of the data is high or low. High reliability is indicated by an r_{xx} value that is close to 1. In general, the reliability value is considered adequate if it reaches $r_{xx} \geq 0.700$. (Soesana et al., 2023).

The Alpha Cronbach value for the Citizen-Centric Service variable is 0.974. Given that the value is above the minimum standard of 0.70, all research instruments are declared reliable. This shows that the questionnaire used in this study has a very high level of consistency in measuring these variables, so that the data obtained can be trusted for the next stage. Hypothesis testing in this study uses the analysis of the One Sample T-test. The Simple One T Test aims to statistically prove whether the implementation of Citizen-Centric Services (community-oriented public services) at the Sukabumi City Investment and One-Stop Integrated Services Office has run optimally in accordance with the set standards.

Based on the data result it can be interpreted that the t-count value obtained is 19,830. This value is positive, which indicates that the empirical value or reality in the field is significantly greater than the standard test value (test score) set at 72, the number is obtained from the middle value on a Likert scale of 1-5 (i.e. score 3) multiplied by 24 valid questions ($3 \times 24 = 72$). This is reinforced by a significance value (p double-sided) < 0.001 , which is much smaller than the significance threshold of 0.05 ($0.001 < 0.05$). Referring to these statistical principles, the decision

taken is that H_0 is rejected and H_a is accepted, which means that community-oriented services at Public Service Mall have reached an optimal level. In addition, the average difference value of 30.46 indicates that there is a real difference in score superiority above the threshold of the "good" category. The consistency of these results is also seen in the value of the confidence interval (95% confidence interval of difference), where the bottom (27.41) and top (33.50) values are both positive, which further confirms the finding that the quality of service is consistently above the minimum standard at the 95% confidence level.

These findings show that public services at the Sukabumi City Public Service Mall are quite oriented to the needs of the community as service users. The community views that the services provided have met the aspects of ease of access, justice of service, security, and attention of officers to the needs of the community. The results of this study are in line with the research (Bahasoan & Laurens, 2025) which states that the application of Citizen-centric service design has a positive influence on the quality of public services and community satisfaction.

Table 1. Average Results

No	Statement	Mean
Convenience		
1.	The service at the Sukabumi City Public Service Mall is very easy for me to access and the counter information is clearly available	4,32
2.	Service facilities are always ready to use and officers are available at the counter during service hours	4,12
3.	Directional signs and service flow information inside the Public Service Mall building are very easy to understand	4,26
Security		
4.	I feel physically safe and my personal data is protected when using the services at Public Service Mall	4,32
5.	I feel confident and have no doubts when dealing with officers because of their professional system	4,35
6.	I feel calm because every transaction or submission of files at the Public Service Mall is accompanied by an official receipt	4,45
Reliability		
7.	Officers provide services correctly (without data errors) from the registration stage	4,21
8.	The service I received at the Public Service Mall was completed on time according to the promised duration	4,08
9.	The standard of service I received was still of the same quality even though the officers on duty were different	4,18
Personal Attention		
10.	The officer provided information personally and clearly according to the type of business I was running	4,32
11.	The officers showed a helpful attitude and were willing to cooperate so that	4,37

	my needs were met	
12.	The officer listened attentively to my complaints or questions and did not seem to be in a hurry	4,33
Problem-Solving Approach		
13.	The officer can provide an explanation or intelligent solution when I have difficulties with the documents	4,24
14.	Employees actively work with me to ensure that my license/service issues are resolved	4,32
15.	The officer tried to help find an alternative solution when my documents were incomplete according to the applicable rules	4,25
Justice		
16.	I feel that the services at the Public Service Mall are provided fairly to all residents regardless of social status	4,32
17.	The queuing and service process is carried out objectively (who comes first, he is served)	4,46
18.	Public Service Mall provides fair service facilities for vulnerable groups (the elderly, homeless, disabled, and breastfeeding mothers)	4,37
Fiscal Responsibility		
19.	I believe that fees (levies) at Public Service Mall are managed transparently and there are no illegal levies	4,25
20.	I feel that the quality of service I receive is worth the taxes/fees I pay to the government	4,17
21.	I feel that there are no hidden costs other than the official tariff that has been set by the government at the Public Service Mall	4,27
Citizen Influence		
22.	I feel that the input or suggestions I give can affect the quality of service at Public Service Mall in the future	4,16
23.	I feel that the local government listens very much to the aspirations of the residents in managing the Sukabumi City Public Service Mall	4,15
24.	I see real changes or improvements in the Public Service Mall service based on the suggestions given by residents	4,19

Source: Data processed by Researchers, 2026

The analysis results indicate that the implementation of citizen-centric services at the Sukabumi City Public Service Mall is generally categorized as good and has reached an optimal level. This finding shows that public services have been sufficiently oriented toward the needs of the community as service users. However, some dimensions still require improvement, particularly reliability and citizen influence.

Convenience

The convenience dimension received a high average score. Respondents viewed the integration of various services in one location as simplifying administrative processes and saving time. This finding is consistent with Sekarsari, (2023), who found that the Public Service Mall model significantly improves service efficiency through service integration in one place. Similar positive results were also reported by Amalda & Magriasti (2023) regarding community satisfaction with integrated service models.

Security Services

The security dimension obtained a high assessment. The community feels physically safe and comfortable due to organized facilities and clear procedures. This result supports (Bahasoan & Laurens, 2025), who stated that perceived security is one of the strongest predictors of citizen trust in integrated public service facilities. The findings also align with the mandate of Minister of PANRB Regulation No. 23 of 2017.

Service Reliability

Reliability recorded the lowest average score among the eight dimensions. The main obstacle is the timeliness of service completion, largely due to low public understanding of digital services. This is consistent with (Fauzia et al., 2024), who demonstrated that the reliability dimension has a significant influence on community satisfaction. The finding also echoes (Zahra et al., 2025), who identified inconsistent service processes as a major challenge in the Sukabumi City MPP.

Personal Attention

This dimension was rated positively. Officers were perceived as friendly, polite, and communicative. This supports the citizen-centric approach and is in line with (Afifah et al., 2024), who found that officer friendliness and politeness significantly contribute to public satisfaction in Public Service Malls.

Problem-Solving Approach

Respondents considered officers helpful in providing solutions to administrative problems. This reflects a proactive service orientation, consistent with the findings of (Rivaldi et al., 2026) on effective problem-solving by frontline staff in integrated service settings.

Justice Service

The justice dimension achieved the highest average score. The digital queuing system has successfully ensured fair and objective service delivery. This strongly reinforces the equity principle in the New Public Service paradigm (Denhardt & Denhardt, 2003) and aligns with (Bahasoan & Laurens, 2025), who emphasized fairness as a core element of citizen-centric services.

Fiscal Responsibility

In the indicator of fiscal responsibility, the public views that the services provided are in accordance with the applicable cost provisions and there are no levies outside of official procedures. Transparency of service costs is one of the factors that increase public trust in public services.

Citizen Influence

This dimension received a moderate score. Although aspiration channels exist, respondents felt their input has not yet produced significant improvements. This indicates the need to strengthen citizen participation, as also noted by (Bahasoan & Laurens, 2025) in their study on citizen-centric service design.

Overall, the implementation of citizen-centric services at the Sukabumi City Public Service Mall is optimal, particularly in convenience, justice, and security. These results answer the research questions by

demonstrating that public perception is generally positive, although reliability and citizen influence still require attention to achieve fuller citizen-centric optimization.

CONCLUSION

This study concludes that the implementation of Citizen-Centric Services at the Sukabumi City Investment and One-Stop Integrated Services Office through the Public Service Mall (MPP) has been running optimally, directly addressing the two research questions regarding the extent of its implementation and the community's experiences and perceptions as service users. The One Sample T-Test results demonstrate that the empirical mean score (102.46) significantly exceeds the predetermined standard value (72), with a significance level below 0.05, thus accepting the alternative hypothesis (H_a). The findings indicate that the dimensions of convenience, security, justice, personal attention, problem-solving approach, fiscal responsibility, and citizen influence are generally rated as good, with the justice dimension receiving the highest score due to the effective implementation of a digital queuing system that ensures fairness, transparency, and objectivity. However, the reliability dimension remains the weakest, primarily due to limited public understanding of digital services, which often leads to delays and repeated service processes. Therefore, although public services at the MPP are sufficiently oriented toward community needs and satisfaction, improvements in the socialization and education of digital services, as well as broader information dissemination, are still necessary to enhance service effectiveness, timeliness, and more equitable utilization across all agencies. For future research, it is recommended to employ qualitative or mixed-method approaches and conduct comparative studies across different Public Service Malls in Indonesia to obtain deeper insights into the implementation of citizen-centric public services..

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