

Performance Improvement Strategy Public Service Mall (MPP) West Kotawaringin Regency

Tyas Ari Handayani

Faculty of Economic and Business, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: tyasarihandayani.std@unissula.ac.id

Abstract. *One of the performance measurement methods used by public organizations is the Balanced Scorecard approach. The MPP of Kotawaringin Regency is one of the public organizations that has implemented it. The Balanced Scorecard performance measurement method provides a holistic picture of performance and serves as a strategic management framework that can be used to measure and monitor organizational performance from various balanced perspectives, namely financial, customer, internal process, and learning & growth perspectives. The Balanced Scorecard produces scores that can be used as a comparison between organizational planning and its realization. While the Balanced Scorecard is a flexible and effective tool for measuring the performance of public organizations, its implementation requires supporting strategies to achieve optimal results. The Balanced Scorecard needs to be interpreted in depth using a SWOT analysis to provide a qualitative understanding of the organization's internal factors (strengths and weaknesses) and external factors (opportunities and threats). Therefore, this study aims to describe and analyze strategies that can be implemented to improve the performance of the MPP of West Kotawaringin Regency based on the Balanced Scorecard score in 2025. This study uses a qualitative approach with data collection techniques in the form of in-depth interviews, observation, and documentation. The results of the study indicate that based on the results of a SWOT analysis of the performance of the MPP of West Kotawaringin Regency referring to the Balanced Scorecard score of 2025, it is known that the MPP of West Kotawaringin Regency is in Quadrant I (Strength–Opportunity/SO). This position indicates that the MPP has quite good internal strengths and is supported by large external opportunities so that the organization is in a favorable condition. These strengths include the concept of integrated services in one location, support from local and central governments, the existence of various service outlets, and a positive public response to the existence of the MPP. Meanwhile, opportunities include the development of digital technology, support for bureaucratic reform, and the increasing public demand for fast and efficient public services. However, several weaknesses and threats were still found, such as suboptimal integration of service systems, limited human resources, network disruptions, service queues, and lack of socialization to the community. Strategies that can be implemented to improve the performance of the MPP of West Kotawaringin Regency are aggressive strategies or SO (Strength-Opportunity) strategies, namely strategies that utilize*

organizational strengths to take advantage of available opportunities. These strategies include the development of digital-based services and the integration of service systems between agencies, improving human resource competencies through continuous training, strengthening coordination between service agencies, improving the quality of facilities and service queue systems, and increasing the socialization and promotion of MPP services to the public. The implementation of these strategies is expected to be able to increase the effectiveness of public services, public satisfaction, and the quality of the performance of the MPP of West Kotawaringin Regency in a sustainable manner.

Keywords: *Balanced Scorecard; Performance Evaluation; Performance Measurement; Strategic Management; SWOT.*

1. Introduction

The implementation of MPP in regencies/cities in Indonesia was inspired by Georgia in the United States and Azerbaijan in Eastern Europe. Both countries integrate various public and business services within a single building, providing easy access and increasing efficiency and effectiveness for service users. As a result, these two countries have been able to promote a more advanced business climate, reduce corruption and irregularities in public services. (Pangestu et al., 2023).

Presidential Regulation of the Republic of Indonesia Number 89 of 2021 concerning the Implementation of the MPP and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 92 of 2021 concerning Technical Guidelines for the Implementation of the MPP serve as the legal basis for the establishment of the MPP in various regions today. These regulations explain that the purpose of implementing the MPP is to improve the speed, ease, reach, comfort, and security of services that previously fell short of expectations. (Haryani & Puryatama, 2020).

MPP is a form of innovation in terms of providing integrated one-stop services. (Adawiyah, 2018). Innovation requires innovation and improved service quality. One form of this is centralized service in one location. The public no longer needs to travel back and forth to agencies to obtain interrelated services because the system used in the MPP is integrated between one agency and another. The public also does not need to spend a lot of time and money to obtain public services at agencies located far away because public service providers are available in the form of outlets within the MPP. Furthermore, the MPP is also equipped with public facilities that allow all levels of society, even people with disabilities, to feel safe and comfortable when dealing with the MPP. All of these conveniences are of course aimed at ensuring that the public considers the MPP a trusted place that can meet all public service needs effectively and efficiently. The presence of a reliable and high-quality MPP is expected to be a barometer for achieving excellent public service reforms that impact the community.

By the end of 2025, the Ministry of Administrative and Bureaucratic Reform (PANRB) hopes that all 509 regencies/cities in Indonesia will have MPPs. The establishment of these MPPs is expected to make it easier for the public to access integrated services (Minister of Administrative and Bureaucratic Reform Hopes All Regencies/Cities Will Have MPPs by 2025). The various public services available at the MPP are the ones most needed by the wider community. Some of these include the population administration services of the Population and Civil Registration Service, which every citizen needs access to. Another example is the SAMSAT service, which is regularly accessed by every motorized vehicle owner. Also, the licensing and non-licensing services of the Investment and One-Stop Integrated Services Service are needed by business actors to obtain the legality of their businesses in the form of issuing a Business Identification Number. The high public demand for public services is the basis for the Regency/City Government to involve public service providers in providing services at the MPP.

2. Research Methods

This research is descriptive research, namely research that describes the actual situation that occurred when the research was conducted. (Pasolong, 2012). In the research descriptive There are efforts to describe, record, analyze, and interpret the conditions under which a study was conducted. This study will describe the performance of the MPP in West Kotawaringin Regency, along with the obstacles encountered and strategies for addressing them.

This research uses a qualitative method, in which the author positions himself as a key instrument in the context of a natural object. Data collection is conducted through triangulation, combining observation, interview, and documentation data. Data analysis is inductive, and the research results emphasize meaning. This method seeks to construct a phenomenon in depth to develop a theory. (Sugiyono, 2024).

3. Results and Discussion

3.1. Head of the Investment and PTSP Service

An interview with Mr. Amir Hadi, SE, M.Ec.Dev. as the Head of DPMPTSP of West Kotawaringin Regency was conducted on March 16, 2026. The interview aimed to obtain information regarding the performance conditions, management, obstacles, and development direction of the MPP of West Kotawaringin Regency. The results of the interview showed that the implementation of public services at the MPP has experienced quite good development since its inauguration, although there are still several obstacles that need to be fixed. Mr. Amir Hadi explained that public services at the MPP have provided convenience for the community through an integrated service system in one location. This statement was conveyed through an explanation that "the performance of the MPP shows quite good development, but there

are still several obstacles that need to be fixed, especially in the aspect of service integration and optimization of service utilization by the community" (Amir Hadi, interview, March 16, 2026).

The primary objective of the MPP is to improve the quality of public services through fast, easy, and efficient service integration. The MPP functions as an integrated service center that connects various service agencies in one location, eliminating the need for the public to relocate to obtain certain services. Mr. Amir Hadi stated that "the primary objective of the MPP is to provide ease, speed, and efficiency in public services through the integration of various services in one location" (Amir Hadi, interview, March 16, 2026). This statement demonstrates the strategic role of the MPP in supporting bureaucratic reform and improving the quality of public services in the regions.

Figure 3.1.

Interview with the Head of DPMPTSP, West Kotawaringin Regency



The operational management of the MPP is carried out by the DPMPTSP as the coordinator of service providers. The DPMPTSP is tasked with regulating service operations, coordinating between agencies, and ensuring that services run according to public service standards. Interviews indicate that inter-agency coordination still faces several obstacles, particularly related to differences in service systems and the authority of each agency. Mr. Amir Hadi explained that "service integration has not been optimal due to differences in systems and

authority between the agencies involved" (Amir Hadi, interview, March 16, 2026). This condition has resulted in the service process not being fully effective and still requires strengthening coordination and integration of service systems.

The operational funding aspect of the MPP is also a crucial concern in developing public services. Interviews indicate that the MPP's operational budget is still limited, thus not being able to optimally support service development. This budgetary limitation impacts the development of service facilities, information technology improvements, and human resource development. Mr. Amir Hadi stated that "the available budget is not yet fully sufficient, especially for human resource development and improving service facilities" (Amir Hadi, interview, March 16, 2026). This situation indicates that the need for budgetary support remains a crucial factor in improving the quality of MPP services in West Kotawaringin Regency.

Interview results also indicate that public satisfaction with MPP services is in the fairly good category. Most people feel helped because the service has become more practical and easily accessible. The main obstacles that are still frequently complained about by the public relate to waiting times, queues, and a lack of information regarding service procedures. Mr. Amir Hadi explained that "the public's main complaints relate to waiting times, queues, and a lack of information regarding service procedures" (Amir Hadi, interview, March 16, 2026). This condition indicates that service quality still needs to be improved by strengthening the queuing system, improving service information, and optimizing service during peak hours.

Human resource development is also a key focus in improving MPP performance. Interviews indicate that employee training programs are available, but their implementation has not been carried out routinely and sustainably due to budget constraints. This situation means that employee competency in public services and the use of information technology still needs to be improved. Mr. Amir Hadi stated that "human resource development is not optimal due to budget constraints and the lack of ongoing training programs" (Amir Hadi, interview, March 16, 2026). This statement demonstrates that improving the quality of human resources is a primary need to support professional and high-quality public services.

The interview results also identified strengths, weaknesses, opportunities, and threats in the management of the MPP. The main strength of the MPP lies in its integrated service concept, which makes it easier for the public to obtain various services in one location. The main weaknesses lie in limited human resources, a suboptimal service system, and a lack of public outreach. The opportunities for MPP development are quite significant due to the support of central government policies and the development of digital technology. Threats facing the MPP include low service utilization by the public and resistance to changes in the service system. Mr. Amir Hadi explained that "the direction of MPP development is focused on digitalization of services, improving service quality, and increasing public satisfaction" (Amir Hadi, interview, March 16, 2026). This statement indicates that the future development of

the MPP is directed at strengthening digital-based services and continuously improving the quality of public services.

3.2. MPP Manager

An interview with Ms. Supitri Handayani, SAP, M.Sc., as the manager of the MPP of West Kotawaringin Regency was conducted on March 16, 2026. The interview aimed to obtain information regarding the implementation of service operations, the condition of inter-agency coordination, resource management, service constraints, and the direction of development of the MPP of West Kotawaringin Regency. The interview results showed that the implementation of MPP operations had run according to the established service schedule and involved various service outlets from different agencies. Ms. Supitri explained that MPP service operations run every weekday and are carried out by each service outlet according to the duties and functions of the relevant agencies. The MPP manager carries out a coordination function to ensure that services can run in an orderly and organized manner. The statement was conveyed as follows: "MPP operations run every weekday according to the established service hours. Services are carried out by each outlet with coordination from the manager" (Supitri, interview, March 16, 2026). This statement shows that MPP operational management has a fairly clear work mechanism through the division of tasks and coordination between service units.

Figure 3.2.

Interview with the MPP Manager of West Kotawaringin Regency



Interview results also indicated that inter-agency coordination had been going quite well, although some technical challenges remained in service synchronization. Ms. Supitri explained that inter-agency communication was conducted through regular meetings and direct communication between service officers. She stated: "Coordination between outlets is conducted through direct communication and regular meetings. Coordination is going quite well, but there are still challenges in synchronization" (Supitri, interview, March 16, 2026). This situation indicates that inter-agency service integration still needs strengthening to ensure more effective and efficient service processes.

The effectiveness of public services is also a concern in the management of the MPP. Ms. Supitri explained that integrated public services in one location make it easier for the public to access various types of services. She stated: "The service is quite effective because the public can access various services in one place. The level of effectiveness still needs to be improved, especially during peak hours" (Supitri, interview, March 16, 2026). This statement indicates that the existence of the MPP has provided benefits in improving the ease of public services, although queues and visitor density at certain times still hamper service delivery.

Interview results indicate that the main obstacles to service delivery lie in technical aspects and limited resources. Ms. Supitri stated that network disruptions, an incompletely integrated service system, and limited human resources hinder daily service delivery. She stated: "Frequent technical constraints include network disruptions, incompletely integrated systems, and limited human resources at certain times" (Supitri, interview, March 16, 2026). This situation indicates that strengthening technological infrastructure and increasing human resources are still needed to support the smooth running of public services.

Human resource development is also a key focus in MPP management. Ms. Supitri explained that employee training has not been conducted routinely due to operational budget constraints. She stated: "Human resource development is still limited. Training has not been conducted routinely due to budget constraints" (Supitri, interview, March 16, 2026). This situation indicates that improving employee competency still requires more adequate policy support and funding to sustainably improve the quality of public services.

The interview results also indicated that MPP managers have a positive view of the potential for future public service development. Ms. Supitri explained that the development of digital-based services and support from the central government are key opportunities for improving service quality. This statement was conveyed as follows: "Opportunities that can be utilized include the development of digital-based services and support from the central government for improving public services" (Supitri, interview, March 16, 2026). MPP managers also explained that the direction of future service development is focused on strengthening digital systems, improving human resource competencies, and increasing outreach to the public. This statement was conveyed as follows: "Future plans include strengthening digital systems, improving human resource competencies, and increasing outreach to the public" (Supitri,

interview, March 16, 2026). This statement demonstrates that MPP managers are committed to improving the quality of public services through strengthening technology, human resources, and service communication to the public.

3.3. MPP Employees

Interviews with Ms. Nunik, Ms. Sinta, Ms. Frisa, Ms. Yanti, Mr. Santoso, and Mr. Agung as MPP employees representing the outlet officers at MPP West Kotawaringin Regency were conducted on March 19, 2026. The results of the interviews showed that the service process at each outlet had run according to established procedures. Most employees stated that the service was running quite smoothly although there were still obstacles at certain times, especially when the number of visitors increased. Nunik explained that the service ran according to procedures and was quite smooth every day "The service runs according to procedures and is quite smooth every day" (Nunik, interview, March 19, 2026). Sinta said that the service procedure was structured and followed applicable operational standards "The service process is structured and follows existing SOPs" (Sinta, interview, March 19, 2026). Frisa stated that the service ran well, although sometimes there were queues, but it ran in an orderly manner "The service ran well, sometimes there were queues, but it ran in an orderly manner" (Frisa, interview, March 19, 2026). Yanti also explained that services are carried out systematically according to the established service flow. "Services are carried out systematically according to the established flow" (Yanti, interview, March 19, 2026).

Figure 3.3.

Interview with MPP Employees of West Kotawaringin Regency



MPP employees also explained that the main obstacles to service are still related to the information technology system, service integration, and HR job satisfaction. Nunik said that the main obstacle is the internet network which is sometimes disrupted. "The main obstacle is the system network which is sometimes disrupted" (Nunik, interview, March 19, 2026). Sinta explained that the public still does not understand the service flow, so officers have to provide repeated explanations. "The obstacle is the public's lack of understanding of the service flow" (Sinta, interview, March 19, 2026). Frisa said that there was once an application disruption from the Center which disappointed the public. "I went all the way to the MPP, but the application was down" (Frisa, interview, March 19, 2026).

Figure 3.2.1.

Interview with MPP Employees of West Kotawaringin Regency



Interviews on the integration of inter-agency service systems indicate that further development is still needed. Santoso stated that integrated services are only available in applications created by the central government. "Integrated services are only available in applications created by the center, such as OSS, SIMBG, etc." (Santoso, interview, March 19, 2026). Frisa explained that the queue system is not yet integrated, is still manual, and is only available at busy outlets. "The queue system is not yet integrated, is still manual, and is only available at busy outlets" (Frisa, interview, March 19, 2026). Agung stated that the complaints system is centralized from MPP users to the DPMPTSP. "There is a complaints mechanism, but it is handled manually and centrally by MPP managers" (Agung, interview, March 19, 2026).

4. Conclusion

Based on the results of a SWOT analysis of the performance of the West Kotawaringin Regency MPP referring to the 2025 Balanced Scorecard score, it is known that the West Kotawaringin Regency MPP is in Quadrant I (Strength–Opportunity/SO). This position indicates that the MPP has quite good internal strengths and is supported by significant external opportunities so that the organization is in a favorable condition. These strengths include the concept of integrated services in one location, support from local and central governments, the existence of various service outlets, and a positive public response to the existence of the MPP. Meanwhile, opportunities include the development of digital technology, support for bureaucratic reform, and the increasing public demand for fast and efficient public services. However, several weaknesses and threats are still found, such as suboptimal service system integration, limited human resources, network disruptions, service queues, and lack of socialization to the community. Strategies that can be implemented to improve the performance of the MPP of West Kotawaringin Regency are aggressive strategies or SO (Strength–Opportunity) strategies, namely strategies that utilize organizational strengths to take advantage of available opportunities. These strategies include the development of digital-based services and the integration of service systems between agencies, improving human resource competencies through continuous training, strengthening coordination between service agencies, improving the quality of facilities and service queue systems, and increasing the socialization and promotion of MPP services to the public. The implementation of these strategies is expected to be able to increase the effectiveness of public services, public satisfaction, and the quality of the performance of the MPP of West Kotawaringin Regency in a sustainable manner.

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