

# *Drivers Of Business Process Redesign For Optimizing Public Service Mall Services In Tulang Bawang Regency*

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**Abstract-** Public Service Mall (PSM) has been developed as an integrated service model to improve the accessibility, efficiency, and quality of public services through the integration of various services in a single location. However, physical service integration is not always followed by business process integration that supports effective service delivery. This study aims to analyze the existing condition of service business processes at the Public Service Mall of Tulang Bawang Regency and to identify the factors that drive the need for business process redesign in service delivery. The study employed a qualitative approach with a case study design. Data were collected through interviews, observation, and documentation involving service providers and service users at the PSM of Tulang Bawang Regency. The findings show that the PSM of Tulang Bawang Regency has successfully integrated various services at the front-office level, thereby facilitating public access to public services. However, business process integration at the back-office level remains suboptimal because service processes are still influenced by the sectoral authority of each agency, interorganizational coordination has not been fully integrated, and the use of information systems remains partial. This study identifies five main factors that drive the need for business process redesign, namely business process factors, institutional factors, socio-technical factors, regulatory and digital transformation factors, and community service demand factors. The study concludes that optimizing PSM services requires strengthening business process integration, institutional coordination, and the alignment of social and technical aspects in integrated public service delivery.

**Keywords:** business process redesign, business process management, Public Service Mall, service integration, public service.

## I. INTRODUCTION

Public service is one of the main functions of government in meeting community needs and realizing effective, accountable governance oriented toward the creation of public value. Along with technological development and the increasing expectations of society regarding service quality, public sector organizations are required to provide services that are faster, more accessible, transparent, and centered on service users. In this context, public service transformation has become an important agenda in public administration reform, supported by institutional innovation, service digitalization, and the strengthening of interorganizational collaboration [Mergel et al., 2019; OECD, 2019].

The development of modern public administration indicates a shift from a sectoral bureaucratic approach toward more collaborative and integrated governance. The complexity of public problems and the increasing public demand for fast and integrated services encourage government organizations to strengthen coordination across sectors and authorities [Klijn & Koppenjan, 2016; Nielsen & West, 2022]. From the perspective of network governance, the success of public service is determined not only by the performance of each organization, but also by the capacity of various actors to work together in producing services that are integrated and oriented toward community needs.

One form of public service integration in Indonesia is the Public Service Mall (PSM). PSM is an integrated service model that brings together various services from central government agencies, local governments, state-owned enterprises, and other institutions in a single service location. The presence of PSM aims to improve ease of access to services, accelerate service processes, increase the efficiency of service delivery, and strengthen coordination among public service provider agencies [KemenPAN-RB, 2022; Rahayu et al., 2022]. Various studies show that integrated service models such as PSM have the potential to improve user convenience, expand service access, and strengthen coordination among public service providers [Ali et al., 2023; Megawati et al., 2025].

Nevertheless, the presence of various services in one physical location does not automatically produce optimal service integration. Research on collaborative governance and public service transformation shows that the success of service integration is strongly influenced by interorganizational coordination, work-process alignment, information exchange, and institutional capacity to manage relationships among the actors involved in service delivery [Klijn & Koppenjan, 2016; Nielsen & West, 2022]. Thus, service integration is not only related to the unification of service spaces, but also requires the integration of the business processes that underlie service delivery.

From the perspective of Business Process Management (BPM), the quality of public service is strongly influenced by the effectiveness of business processes that connect organizational activities, resources, technology, and the needs of service users. BPM positions business processes as the main foundation for value creation and organizational performance improvement through systematic, measurable, and sustainable process management [Dumas et al., 2018; Poels et al., 2018]. Therefore, the success of integrated services is determined not only by service integration at the front-office level, but also by process integration at the back-office level involving various units and service provider organizations.

Various studies show that weak business process integration in public organizations can lead to activity duplication, procedural inefficiency, service delays, and low interoperability of information systems used by different agencies [Mukherjee et al., 2021]. This condition indicates that improving the quality of public service requires attention to how business processes are designed, implemented, and integrated across organizations. In other words, public service problems do not always originate from the quality of services received by users, but may also stem from the structure of the business processes underlying service delivery.

This phenomenon is relevant to the operation of the Public Service Mall of Tulang Bawang Regency. Although various service agencies have been placed in one integrated service location, operational data indicate fluctuations in the number of service users, inconsistent participation of several participating agencies, and the dominance of certain services compared with others. This condition indicates that service integration at the physical level has not been fully followed by adequate business process integration and institutional coordination. As a result, the effectiveness of integrated service delivery may not yet have reached the expected optimal level.

In this context, business process redesign is a relevant approach for improving the effectiveness of public service delivery. Business process redesign aims to evaluate and improve existing processes so that organizations can enhance service quality, accelerate service time, reduce non-value-added activities, and strengthen integration across units and organizations [Mukherjee et al., 2021]. In an integrated service environment such as PSM, the need for business process redesign becomes increasingly important because the services provided involve many interacting actors, procedures, regulations, and information systems.

In addition to business process aspects, the operation of PSM can also be understood as a socio-technical system involving interactions among humans, organizations, technology, and the institutional environment. In the context of public sector digital transformation, the success of service integration is determined not only by the availability of technology, but also by the ability of organizations to align social and technical aspects simultaneously [Laudon & Laudon, 2018; Mergel et al., 2019]. Therefore, institutional factors, interorganizational coordination, human resource capacity, and information technology support need to be considered as part of efforts to improve public service business processes.

Although research on Public Service Mall continues to develop, most studies still focus on service quality, community satisfaction, the effectiveness of service delivery, and policy implementation [Rahayu et al., 2022; Ali et al., 2023; Ekayasa, 2025]. Studies that specifically connect the existing condition of business processes, institutional factors, and socio-technical systems as drivers of the need for business process redesign in PSM delivery remain relatively limited. Yet understanding these factors is important to explain why business process change is needed and how such change can support the optimization of public services that are more effective, efficient, and integrated.

Based on these conditions, this study aims to analyze the existing condition of service business processes at the Public Service Mall of Tulang Bawang Regency and to identify the factors that drive the need for business process redesign in service delivery. This study is based on the assumption that optimizing public services is determined not only by the availability of integrated service facilities, but also by the ability of organizations to integrate business processes, strengthen institutional coordination, and align social and technical aspects in public service delivery.

## II. LITERATURE REVIEW

### A. Business Process Management and Business Process Redesign

Business Process Management (BPM) is an approach that focuses on the systematic management and improvement of business processes to enhance organizational performance and create value for service users. BPM views business processes as a series of activities that connect resources, technology, information, and organizational actors in producing effective and efficient services [Dumas et al., 2018]. In the public sector, BPM is increasingly used to support service transformation, improve coordination among units, and strengthen service process integration [Mukherjee et al., 2021]. One form of BPM development is Business Process Redesign (BPR), which refers to efforts to change existing processes in order to improve service quality, efficiency, and speed. Research shows that business process redesign can help public organizations reduce non-value-added activities, simplify procedures, and improve cross-organizational service integration [Poels et al., 2018; Mukherjee et al., 2021]. Therefore, BPR is a relevant approach for identifying the need for change in integrated public service delivery.

### B. Public Service Mall and Service Integration

Public Service Mall (PSM) is an integrated service model that brings together various government services in a single service location. This model was developed to improve service accessibility, accelerate service processes, and strengthen coordination among public service provider agencies [Rahayu et al., 2022]. Through a one-stop service approach, the public can obtain various services more easily and efficiently. Nevertheless, public service integration is not only related to the unification of services in one physical location. Research shows that the success of integrated services is also determined by the ability of organizations to integrate work processes, share information, and build effective coordination among agencies [Nielsen & West, 2022]. Several studies on PSM in Indonesia show that improvements in service quality have been achieved, but interorganizational business process integration remains a challenge in integrated service delivery [Ali et al., 2023; Megawati et al., 2025].

### C. Institutional and Socio-Technical Perspectives

The institutional perspective explains that organizational change is influenced by regulations, authority structures, norms, and interorganizational relationships that develop within the institutional environment [Scott, 2014]. In the context of integrated public services, the success of service integration is strongly influenced by the ability of organizations to build collaboration, coordination, and policy alignment among the various agencies involved [Klijn & Koppenjan, 2016]. In addition to institutional factors, service integration is also influenced by socio-technical factors that include interactions among humans, organizations, and technology. In the era of digital transformation, the success of business process change is determined not only by the technology used, but also by human resource readiness, organizational structure, and work mechanisms that support the use of that technology [Laudon & Laudon, 2018; Mergel et al., 2019]. Therefore, analysis of institutional and socio-technical factors is important for understanding the need for business process redesign in PSM delivery.

### D. Research Gap and Analytical Framework

Research on Public Service Mall has generally focused on service quality, community satisfaction, and the effectiveness of service delivery [Rahayu et al., 2022; Ali et al., 2023]. Meanwhile, studies that specifically examine the existing condition of business processes and the factors that drive the need for business process redesign remain relatively limited. In addition, the relationship among institutional factors, socio-technical factors, and the need for business process change in the context of integrated public services has not been comprehensively explained. Based on this gap, this study positions Business Process Redesign as the main framework for analyzing the need for business process change at the Public Service Mall of Tulang Bawang Regency. The analysis is conducted by considering existing business process conditions and the institutional and socio-technical factors that influence integrated service delivery.

## III. RESEARCH METHODS

This study employed a qualitative approach with a case study design to understand the existing condition of service business processes and to identify the factors that drive the need for business process redesign at the Public Service Mall (PSM) of Tulang Bawang Regency. The qualitative approach was selected because this study focuses on an in-depth understanding of service processes, institutional dynamics, and the factors influencing integrated service delivery in the real context of a public organization [Yin, 2018; Creswell & Clark, 2018].

The research location was the Public Service Mall of Tulang Bawang Regency, Lampung Province. The location was selected purposively because the PSM of Tulang Bawang Regency demonstrates service delivery dynamics that are relevant for examining business process integration and the need for service change. Phenomena such as fluctuations in the number of service users, changes in agency participation levels, and variations in the level of service integration were the main considerations in selecting the research case.

The research data were obtained from primary and secondary sources. Primary data were collected through in-depth interviews with informants involved in service delivery, including officials of the Investment and One-Stop Integrated Service Office (DPMPSTP), regional government organizations (OPD), service officers, and service users. Secondary data were obtained from policy documents, standard operating procedures, service delivery reports, and other supporting documents related to PSM operations. Data were collected through interviews, observation, and documentation studies. Interviews were used to obtain information on service business processes, service delivery obstacles, and the need for business process change. Observation was conducted on service flows and interactions among actors in service delivery. Documentation studies were used to complement and verify data obtained from interviews and observation [Patton, 2015].

Data analysis was conducted qualitatively through the stages of data reduction, data display, and conclusion drawing [Miles et al., 2014]. The analysis focused on two main aspects: the existing condition of service business processes and the factors driving the need for business process redesign. The research findings were then interpreted using the perspectives of Business Process Redesign, institutional theory, and socio-technical systems to explain the need for change in the delivery of services at the Public Service Mall of Tulang Bawang Regency.

#### IV. RESULT AND DISCUSSION

##### A. Results

###### A.1. Existing Conditions of Service Business Processes at the Public Service Mall of Tulang Bawang Regency

The Public Service Mall (PSM) of Tulang Bawang Regency is operated as an integrated service center that brings together various services from regional government organizations, vertical agencies, state-owned enterprises, and other service institutions. Conceptually, the presence of PSM aims to simplify public access to public services by providing various types of services in one service location.

The findings show that service delivery at the PSM of Tulang Bawang Regency has successfully created service integration at the front-office level. The public can access various types of services through one service location with queueing, consultation, initial document verification, and service processing mechanisms that are easier than the separate service system in each agency. This condition indicates that PSM has performed the function of physical service integration as expected in the concept of integrated services.

In general, the service business process begins with the arrival of service users, taking a queue number, initial document verification by service officers, examination by the relevant technical agency, and the issuance of documents or service outputs to the public. This flow indicates that most service processes have been standardized and are supported by relatively clear service procedures.

Nevertheless, the findings show that the service integration that has occurred remains partial. At the back-office level, service processes still depend heavily on the work mechanisms of each service provider agency. Technical verification, document approval, and service decision-making are still carried out by organizations or agencies with sectoral authority. This condition causes service integration to be not yet fully followed by interagency business process integration. The findings also show that the information systems used in service delivery are still dominated by sectoral applications developed and managed by each agency. Various service applications have been used to support service digitalization; however, interoperability across platforms remains limited. As a result, service officers often have to operate several different applications within a single service process, while the public still requires assistance in accessing certain digital services. In addition, the involvement of participating agencies in service delivery is not yet fully consistent. Some agencies experience changes in service schedules and varying intensity of attendance over time. Service distribution also shows that most service requests remain concentrated in certain agencies, while services from other agencies are relatively low. This condition indicates that the utilization of integrated services has not been evenly distributed.

Overall, the existing condition of service business processes at the PSM of Tulang Bawang Regency indicates that service integration has been successfully realized in physical and front-office service aspects. However, business process integration at the back-office level, interagency coordination, and digital system integration still face various limitations. Thus, the main challenge no longer lies in the provision of integrated service facilities, but in how interagency business processes can be integrated more effectively to support the optimization of public services.

###### A.2. Drivers of Business Process Redesign

The findings show that the need for business process redesign at the Public Service Mall (PSM) of Tulang Bawang Regency does not emerge suddenly, but is influenced by various factors that develop in service delivery. These factors

relate to existing business process conditions, institutional dynamics, technological development, regulatory demands, and increasing public expectations regarding the quality of public services.

#### 1. Business Process Factors.

The first factor driving the need for business process redesign is the limited integration of service processes among agencies. Although services have been placed in one integrated service location, most back-office processes are still carried out by each agency according to its sectoral authority. This condition causes several stages of service delivery to remain separate and dependent on the internal procedures of the relevant agencies. The findings show that the integration achieved is more dominant in the front-office service aspect, whereas work-process integration among agencies has not been fully realized. As a result, service coordination still requires considerable administrative adjustment and has the potential to create activity duplication and delays in service completion. This situation is one of the main reasons for the need for business process redesign to create service flows that are simpler, more integrated, and more efficient.

#### 2. Institutional Factors

The second factor originates from institutional aspects. The operation of PSM involves various organizations with different authorities, procedures, and work systems. Although DPMPTSP acts as the coordinator of service delivery, technical service authority remains with each service provider agency. This condition causes the success of service integration to depend heavily on the level of coordination, organizational commitment, and the willingness of agencies to collaborate. The findings show that differences in work mechanisms, service arrangements, and agency involvement levels remain challenges in integrated service delivery. Therefore, the need for business process redesign is driven not only by considerations of procedural efficiency, but also by the need to strengthen institutional coordination and improve interorganizational alignment in service delivery.

#### 3. Socio-Technical Factors.

The next factor relates to the socio-technical system that supports service delivery. The PSM of Tulang Bawang Regency has used various digital applications to support service processes. However, the findings show that the systems used remain sectoral and are not yet fully integrated. Service officers must operate various different applications according to the type of service and the service provider agency. On the other hand, the public also has diverse levels of digital literacy in accessing electronic-based services. This condition shows that technology has not been fully able to simplify service processes when it is not followed by system integration, human resource capacity improvement, and the alignment of work mechanisms among agencies. Thus, the need for business process redesign is also influenced by efforts to align human, organizational, and technological aspects so that the service system can operate more effectively and sustainably.

#### 4. Regulatory and Digital Transformation Factors

The findings show that business process change is also driven by the development of national policies emphasizing digital transformation and the improvement of public service quality. Various policies related to the operation of Public Service Mall, Electronic-Based Government System (SPBE), and the digitalization of licensing and public services have encouraged government organizations to adjust existing service processes. Demands for bureaucratic efficiency, service transparency, and accelerated service processes become external pressures that encourage organizations to evaluate and improve the business processes that have been used. In this context, business process redesign is viewed as an important instrument to ensure that service processes remain relevant to regulatory developments and the needs of public sector digital transformation.

#### 5. Community Service Demand Factors

The final factor driving the need for business process redesign is the increasing public expectation of public service quality. The public increasingly demands services that are fast, accessible, transparent, and completed within a shorter time. Changes in the characteristics of service users require public organizations to adjust their existing service processes.

The findings show that orientation toward community needs is one of the main considerations in service improvement efforts. Business process redesign is needed to reduce stages that do not provide added value, accelerate service completion, and improve ease of access for the public. Thus, the need for change does not originate only from internal organizational factors, but also from external demands that develop in the public service environment.

Overall, this study shows that the need for business process redesign at the PSM of Tulang Bawang Regency is influenced by the interaction of various interrelated factors, namely business process factors, institutional factors, socio-technical factors, regulatory and digital transformation factors, and community service demand factors. These factors form a context of change that encourages organizations to improve business processes in order to support the optimization of public services that are more integrated, effective, and oriented toward service users.

## *B. DISCUSSION*

The findings show that the main problem in the operation of the Public Service Mall (PSM) of Tulang Bawang Regency does not lie in the availability of integrated service facilities, but in the suboptimal integration of the business processes underlying service delivery. Although various services have been centralized in one location, integration remains dominant at the front-office level, while back-office processes still operate sectorally according to the authority of each agency. This finding indicates that the success of integrated services cannot be measured solely by the physical unification of services, but also by the ability of organizations to integrate business processes across agencies. This condition is consistent with studies on integrated services showing that public service integration requires process coordination, information exchange, and effective interorganizational collaboration, not merely the unification of service locations (Nielsen & West, 2022; Rahayu et al., 2022). In the context of public service transformation, process integration becomes an important prerequisite for producing services that are more responsive and user-oriented (Mergel et al., 2019).

From the perspective of Business Process Management (BPM), this condition shows that public value is determined not only by the service outcomes received by the community, but also by the effectiveness of the processes that produce those services. The findings reveal that several service obstacles still originate from work-process fragmentation, limited interagency coordination, and the lack of integration of service support systems. This condition is consistent with the BPM perspective, which positions business processes as a core element in improving organizational performance and creating value for service users (Dumas et al., 2018). BPM emphasizes that organizations need to manage processes comprehensively through end-to-end process management to reduce activity duplication, improve efficiency, and strengthen cross-functional coordination (Poels et al., 2018). In the public sector, failure to integrate business processes can hinder service effectiveness even though organizations have introduced various service innovations at the service interface or front-office level (Mukherjee et al., 2021).

This study also shows that the need for business process redesign at the PSM of Tulang Bawang Regency is driven not only by considerations of procedural efficiency, but also by institutional factors. The involvement of various organizations with different authorities, rules, and procedures causes service integration to require stronger coordination than services managed by a single organization. This finding supports the institutional perspective, which states that organizational change is influenced by authority structures, regulations, norms, and interorganizational relationships that shape the institutional environment in which organizations operate (Scott, 2014). In the context of network governance, the success of service integration depends heavily on the ability of organizations to build effective coordination and collaboration mechanisms among various stakeholders (Klijn & Koppenjan, 2016). Therefore, the need for business process redesign in PSM cannot be separated from efforts to strengthen institutional coordination and align procedures among agencies involved in service delivery.

In addition to institutional factors, this study finds that socio-technical factors play an important role in driving the need for business process change. The use of various digital applications has supported service processes; however, the presence of systems that remain separate causes service integration to be suboptimal. This finding shows that digital

transformation does not automatically produce better services when it is not accompanied by work-process integration, human resource capacity improvement, and organizational mechanism adjustment. This finding is consistent with studies emphasizing that public sector digital transformation is a change process involving technological, organizational, and human aspects simultaneously (Mergel et al., 2019; Vial, 2019). From the socio-technical perspective, the success of organizational change is largely determined by the ability to align technological systems with organizational structures, human resource competencies, and work patterns that support the effective use of technology (Laudon & Laudon, 2018).

Regulatory factors and the demands of digital transformation also prove to be important drivers of business process change. Policies concerning Public Service Mall, Electronic-Based Government System (SPBE), and public service digitalization have created pressure for organizations to adjust existing work processes. At the same time, increasing public expectations for services that are fast, easy, and transparent encourage organizations to continuously improve the quality of service processes. This condition shows that the need for business process redesign is a response to changes in the external environment as well as an effort to improve internal organizational performance. This finding is consistent with the public sector transformation literature, which shows that public service reform is increasingly influenced by the development of digital technology, regulatory change, and growing public demands for service quality (OECD, 2019; Mergel et al., 2019).

Overall, this study shows that the need for business process redesign in the operation of the PSM of Tulang Bawang Regency results from the interaction among business process factors, institutional factors, socio-technical factors, regulatory factors, and community demand factors. This finding extends the understanding of integrated public service delivery by showing that service optimization does not depend only on physical service integration, but also on the ability of organizations to integrate business processes, build institutional coordination, and align social and technical aspects in public service delivery. Thus, business process redesign can be understood as a strategic instrument to support public service transformation that is more effective, efficient, and integrated (Dumas et al., 2018; Klijn & Koppenjan, 2016; Mukherjee et al., 2021; Mergel et al., 2019).

## V. CONCLUSION

This study shows that service business processes at the Public Service Mall (PSM) of Tulang Bawang Regency have successfully integrated various services at the front-office level, thereby facilitating public access to public services through one service location. However, business process integration at the back-office level remains suboptimal because service processes are still influenced by the sectoral authority of each agency, interorganizational coordination has not been fully integrated, and the use of information systems remains partial. This condition shows that physical service integration has not been fully followed by business process integration that supports integrated service delivery. This study also finds that the need for business process redesign in the operation of the PSM of Tulang Bawang Regency is influenced by five main factors: business process factors, institutional factors, socio-technical factors, regulatory and digital transformation factors, and community service demand factors. These factors show that optimizing public services requires not only the provision of integrated service facilities, but also the strengthening of business process integration, institutional coordination, and the alignment of social and technological aspects in service delivery.

**Recommendation for Policymakers and Practitioners.** The Government of Tulang Bawang Regency and service provider agencies need to strengthen interagency business process integration through the simplification of service flows, the strengthening of coordination mechanisms, and the development of information system interoperability that supports integrated services. In addition, human resource capacity building and the strengthening of institutional commitment need to be carried out to support service transformation that is more effective, efficient, and oriented toward community needs. **Recommendation for Future Research.** Future research is recommended to examine the implementation and effectiveness of business process redesign models in the operation of Public Service Malls across various regional contexts. Comparative studies among PSMs are also needed to obtain a more comprehensive understanding of the factors that influence the success of business process integration and the optimization of integrated public services.

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