

STRATEGIC APPROACHES TO DIGITAL-AGE PUBLIC SERVICE: IMPROVING PASSPORT ISSUANCE AT BALE MADUKARA PUBLIC SERVICE MALL

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ABSTRACT

This study explores strategic approaches to enhancing the quality of public service delivery in the digital era, focusing on passport issuance at the Bale Madukara Public Service Mall in Purwakarta Regency, Indonesia. As part of ongoing efforts to reform and modernize public services, this research analyzes current service implementation, identifies influencing factors, and formulates strategies to improve efficiency and citizen satisfaction. Utilizing a qualitative research method, the study reveals that passport service performance remains suboptimal due to limitations in organizational capability, agility, and integration with digital platforms. Strategic frameworks such as Ability × Opportunities, Strength × Culture, and Agility × Opportunities are evaluated to optimize service delivery. The findings emphasize the importance of combining institutional capacity, cultural alignment, and digital innovation to achieve responsive and accountable public services. The study concludes by proposing an intensification strategy to accelerate transformation and improve the competitiveness of public institutions in meeting modern governance standards.

Keywords: Digital Governance, Strategy, Service Quality

INTRODUCTION

A successful public service is a service that is able to meet the expectations of the community by providing optimal satisfaction. This success is greatly influenced by the condition of the bureaucracy and the government's ability to manage public organizations (Pangestu, 2016). The principles of transparency, accountability, and responsiveness are important foundations in assessing the effectiveness of public services and become benchmarks in determining the achievement of public service quality. Facing the modern era which is full of challenges as well as opportunities,

the government should realize that there are things that need to be fixed in the public service process in order to meet public needs quickly, efficiently, and can meet community expectations. One of the innovations established by the central and regional governments in the implementation of public services is by building a Public Service Mall system.

The Public Service Mall (MPP) is a new form of bureaucratic service resulting from cooperation between the Provincial Government, Regency, Private Sector and State-Owned Enterprises which are concentrated in one place in an integrated and mutually integrated manner in order to provide quality services that are more easily accessible to the community. The legal basis used in the implementation of the Public Service Mall is the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of the Public Service Mall. The establishment of Public Service Malls (MPP) in Indonesia began in 2017. Until 2021, 31 Public Service Malls have been established in several provinces, districts, and cities in Indonesia. One of them is in Purwakarta Regency by introducing a new bureaucratic innovation, namely the Bale Madukara Public Service Mall by providing KSATRIA services (Collaboration, One Stop, Recreational, Innovative and Trustworthy).

The implementation practice of DPMPTSP in Purwakarta Regency still shows problems in its implementation stage. This can be seen from the results of the assessment and examination of the level of compliance with the service standards of service providers based on Law Number 25 of 2009 concerning Public Services carried out by the Ombudsman of the Republic of Indonesia. The assessment of Purwakarta Regency in 2019 was included in the red zone category with a value of 40.47 which is categorized as low. From the information provided by service users in the survey, there are still several complaints related to, including:

(1) the administrative service process, the bureaucratic flow is still complicated, (2) the system, mechanism, and procedures are not integrated between each office or cross-office, (3) the certainty of time is still unclear, (4) there are still information officers (front office) who do not understand the substance of the type of service provided, facilities and infrastructure related to the queue machine are still lacking. Seeing that there are still service problems in Purwakarta Regency, the Purwakarta Regency Government has made a policy to create better services, namely through the integration of all public services by forming the Bale Madukara Public Service Mall. The policy is stated in Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall. The policy is an elaboration of the Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of the Public Service Mall and the Decree of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 42 of 2020 concerning the Determination of the Location for the Implementation of the Public Service Mall in 2020. The Bale

Madukara MPP was inaugurated on December 7, 2020 by the Minister of PAN-RB of the Republic of Indonesia.

The Bale Madukara MPP provides services from 34 agencies. The details consist of 10 central government and provincial government agencies, 16 regional apparatuses within the Purwakarta Regency Government, and 8 BUMN and BUMD agencies, with 185 types of services. Among them are licensing and non-licensing services, population administration, passport issuance, Taspen services, tax and levy payments, and other services. This will certainly provide benefits to the community to get services in one place easily, quickly, affordably, safely and comfortably.

One of the agencies that collaborates in the Bale Madukara Public Service Mall is the Class I Immigration Office Non Immigration Checkpoint (TPI) Karawang, especially in immigration services in the form of Issuance of Republic of Indonesia Travel Documents or Passports, the Bale Madukara Public Service Mall is one of the new breakthroughs in the field of public services in Purwakarta Regency in serving the needs of the community. The presence of Immigration Services at the Bale Madukara Public Service Mall, Purwakarta Regency is in line with the vision and mission of Purwakarta Regency for 2018-2023 according to the RPJMD, namely improving good, clean and professional governance.

However, in reality, based on observations in the field, it shows that the Passport Issuance service provided by the Class I Non-TPI Karawang Immigration Office at the Bale Madukara Public Service Mall, Purwakarta Regency in 2021- 2024 is still low. This can be seen from the number of people who applied for passports in 2021-2024, which was 7,687 people and the number of passports issued was 3,775 with a Service Quality Percentage of 49%. Several identifications of problems with the less than optimal Quality of Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency include: The skills of officers in providing clear and accurate information to applicants applying for passport issuance are inadequate. Limited supporting facilities such as cameras, fingerprints, and narrow photo rooms are obstacles to providing optimal service. Internet network quality. The long time for people to get a passport (1 week of processing) outside the usual procedure (3 days of processing), does not provide a guarantee for people who need it quickly. Purwakarta Regency is the Working Area of the Class I Non-TPI Karawang Office and the Public Service Mall provides speed and ease of service. However, the number of passport application queue quotas provided is only 15 people per day. Lack of transparency of service officers in the passport issuance process. Lack of public trust in Bale Madukara Public Service Mall officers. Judging from the Cooperation Agreement (PKS), that service hours should run every Monday - Friday but the facts in the field only implemented two days, namely Monday and Thursday starting from 08.00 - 12.00 WIB.

Based on the results of these observations, in order to provide good service to

the community, it is appropriate to first know the problems faced by the community. After the problems of public service have been inventoried and analyzed, an effective service strategy needs to be carried out by referring to Law Number 25 of 2009 concerning Public Services. Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall

To better examine the quality of service, it is necessary to know the variables and factors that influence it. For this reason, a Service Quality model is needed to simplify the understanding of the concept of service quality. Zeithaml, Parasuraman, and Berry (in Pasolong (2011:135) as a framework for thinking and measuring and analyzing the Quality of Service in Passport Issuance at the Bale Madukara Public Service Mall, Purwakarta Regency through the dimensions of Tangibles, Empathy, Reliability, Responsiveness, and Assurance. The type of approach as an instrument to assess various factors that must be taken into account by an organization in carrying out a strategic strategy is the ASOKA strategy. ASOCA is an acronym consisting of five main elements that need to be considered in analyzing governance. ASOCA stands for Ability, Strength, Opportunities, Culture, and Agility. These elements were developed to complement the SWOT analysis by considering cultural factors and intelligence as important components in decision making and adaptation to social dynamics and community needs. According to Suradinata (2013:18), this ASOCA analysis can provide a more holistic perspective in formulating government management policies and strategies.

The author realizes that a relevant comparison is needed, in order to find out the differences and similarities, from various perspectives, in order to develop and expand the researcher's insight into the theme of this research. Based on this, as library materials in this study, the researcher took several studies that will be used as differentiators in the study. As was done by (Daseu · 2018) in jurnal.unigal.ac.id. "Strategy for Improving Public Services at the Ciamis Regency Manpower Office. The results of the study based on existing facts at the Ciamis Regency

Manpower Office show that there is no strategy for improving public services, the services received are not optimal, the strategy for improving public services at the Ciamis Regency Manpower Office by using strengths to take advantage of opportunities is optimizing human resources in improving the quality of services in accordance with community expectations. In line with that, Siti Amanah, Sutarto Mochtar, Jubaedah, 2022 namely "Strategy for Implementing Public Service Mall Policies in Purwakarta Regency" From the results of the SWOT analysis that has been carried out, it can be seen that the implementation of the MPP policy in Purwakarta Regency in terms of resource factors and bureaucratic structure is not optimal. The strategy that can be developed by the Purwakarta Regency Government in implementing this MPP policy is the Strength-Opportunity (S-O) strategy which is a meeting of two elements of strength and opportunity so that it provides an opportunity for an organization to develop faster. Referring to the results of previous

studies, researchers can state the novelty of this study, where there has been no research that examines the Strategy Quality of Passport Issuance Services at Bale Madukara Public Service Mall, Purwakarta Regency.

The objectives of this study are: To determine and analyze the Quality of Passport Issuance Services by the Class I Non TPI Karawang Immigration Office at Bale Madukara Public Service Mall, Purwakarta Regency. To identify factors that influence the Quality of Passport Issuance Services at Bale Madukara Public Service Mall, Purwakarta Regency. To formulate strategies to improve the Quality of Passport Issuance Services at Bale Madukara Public Service Mall, Purwakarta Regency.

METHOD

Research design is the basis or guideline in conducting research in the form of a framework used to carry out research (Malhotra, 2007). This research design describes the procedure for obtaining data and information to compile recommendations for solving problems using the ASOCA analysis method (Ability, Strength, Opportunities, culture and agility) related to Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency.

This research was conducted using a qualitative approach, which is an approach that is useful in studying social phenomena. The purpose of the qualitative approach is to explain and analyze human or group behavior with the same perspective as the object and problem being studied. According to Moleong (2014: 248) qualitative research is research that aims to understand the phenomenon of what is experienced by the research subject. For example, regarding behavior, perception, motivation, and also action. This qualitative research method is often referred to as the "naturalistic research method" because the research is carried out when the conditions are actually happening (natural setting). The type of data in this study uses qualitative descriptive data about the Passport Issuance Service Quality Strategy at the Bale Madukara Public Service Mall, Purwakarta Regency.

To obtain the required data, this researcher uses several data collection techniques, as follows: Observation, Interview, Documentation

The researcher is the main instrument in collecting and interpreting data. Other tools such as interview guidelines, recording tools and others, are only as aids that will construct reality based on experience at the research location. The researcher is outside of this principle, so that the researcher can process information from observations and interviews to describe the Passport Issuance Service Quality Improvement Strategy at the Bale Madukara Public Service Mall, Purwakarta Regency.

The informants in this study are expected to provide an overview of the Passport Issuance Service at the Passport at the Bale Madukara Public Service Mall, Purwakarta Regency. The subjects in this study as key informants are the leaders of Immigration who handle passport issuance services, and the community who have received passport issuance services and the leaders of the One-Stop Integrated Investment Service Office or other organizations that are related to this study. Sampling technique used is purposive sampling. Determination of informants from local government officials, in accordance with the topic and objectives to be achieved in this study, officials/agencies who have the main task of functioning in passport issuance services and officials who have direct duties in preparing information and communication technology infrastructure that supports the development of passport issuance services are determined.

In this study, researchers used the process of triangulation of data sources and triangulation of experts/experts in testing the validity of the data. Triangulation of data sources attempts to compare and verify the validity of information obtained through different times and tools, this can be achieved by: Comparing observation data with interview results. Comparing what people say in public with what they say in private. Comparing what people say about the research situation with what they say in private. Comparing the circumstances and perspectives of a person with other people such as ordinary people, people with secondary or higher education, wealthy people, government officials. Comparing interview results with the contents of a related document.

Data analysis techniques are carried out by reducing the data that has been collected, both from the results of interviews and written notes in the field. Then the data presentation is done and continued by drawing conclusions. This technique follows the data analysis technique proposed by Miles, Huberman, & Saldana (2014:8) in qualitative data analysis there are three flows of activities that occur simultaneously. Activities in data analysis are: Data Condensation, Data Display, and Conclusion Drawing/Verification. Based on the interactive model analysis, data collection activities, data reduction, data presentation, and drawing conclusions or verification are cyclical and interactive processes. Qualitative data analysis is a continuous, repetitive, and ongoing effort. Data reduction, data presentation, and drawing conclusions are a sequential picture of success as a series of analysis activities that follow each other.

DISCUSSION

Passport Issuance Services at Bale Madukara Public Service Mall, Purwakarta Regency

Based on the results of the study, Passport Issuance services must be met

based on five dimensions of service quality according to Parasuraman, et, al (in Tjiptono, 2014; 282), namely, physical evidence (Tangible), reliability (Reliability), responsiveness (Responsiveness), assurance (Assurance), empathy (Empathy)). The Quality of Passport Issuance Services at Bale Madukara Public Service Mall needs to pay attention to the dimensions of Tangibles, Reability, Responsiveness, Assurance, and Empathy.

Improving the quality of passport issuance services at Bale Madukara Public Service Mall is implemented through the KSATRIA application online, due to the need for services that require cheap and fast services. In addition to the theoretical studies that the author has described and the results of interviews with sources, the Purwakarta Regency government's strategies are:

Tangibles/Physical Evidence

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that officers have not provided easy immigration services according to the needs and desires of the community. There needs to be renewal in order to achieve public satisfaction, especially in terms of easy access to services, the application of several services that have been carried out at the Immigration Office is a breakthrough and new advantage in order to answer public doubts about the ease of immigration services at the Bale Madukara Public Service Mall, Purwakarta Regency. The facilities and infrastructure for the Passport Issuance Service at the Bale Madukara Public Service Mall are not yet optimal.

Based on Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall, Article 11 states that, Facilities and infrastructure for implementing the Bale Madukara MPP, at least include: a. front office; b. back office; c. supporting space; and d. supporting tools/facilities. According to Parasuraman, et, al in Tjiptono, (2014:282) Tangibles, or physical evidence is the ability to show its existence to external parties. What is meant is that the appearance and ability of physical facilities and infrastructure and the condition of the surrounding environment are real evidence of the services provided.

Reliability/Reliability

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that human resources are not adequate. There are still long queues during applications, this is caused by the limited number of officers providing services. The limited number of human resources also has an impact on queue quotas and operating hours that are not optimal and do not match the wishes of the community. Evaluation and renewal are needed so that the implementation of passport issuance services is in accordance

with the wishes of the community and is of high quality.

Based on Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of Public Service Malls in Article 5, it is explained that Bale Madukara MPP Bale Madukara is organized by DPMPTSP which is tasked with being the management controller who manages the operations of MPP Bale Madukara, provides buildings and infrastructure/facilities and is responsible for the maintenance and care of buildings and infrastructure/facilities. According to Parasuraman, et, al in Tjiptono (2014:282), Reliability, or reliability is the ability to provide services as promised accurately and reliably. The Reliability dimension is the ability to provide promised services immediately, accurately, and satisfactorily. Accuracy in service is very necessary so that the public is sure that what is obtained is correct, both in terms of administrative completeness and procedures.

Responsiveness / Responsiveness

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that the Responsiveness dimension, or responsiveness is not good. There needs to be an addition and renewal of several supporting services for the success of service quality. The Investment and Integrated One-Stop Service Office in collaboration with the Class I Non TPI Karawang Immigration Office regarding Passport Issuance is important to pay attention to the wishes and complaints of the public, especially in maximizing queue quotas and operating hours and making new breakthroughs to maximize services so that there is no negative stigma and comparison from the public regarding Immigration Services at the Bale Madukara Public Service Mall, Purwakarta Regency with the Immigration Office directly. The speed of Passport Issuance is not optimal because it can only be implemented 2 days a week, the community, especially the Purwakarta Regency community who need fast passport services need to wait for the specified service time, not to mention the service is carried out in the morning with an estimated time of only 4 hours (08.00 - 12.00 WIB) making people need to queue early to be served, or are more interested in getting services at the Immigration Office directly rather than at the Bale Madukara Public Service Mall, Purwakarta Regency.

Based on Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall, Article 4 explains that The implementation of MPP Bale Madukara aims to: Provide convenience, speed, affordability, security, and comfort to the community in obtaining services. Article 9 states that, Every service provided by the Service Provider is the responsibility of each based on the provisions of laws and regulations. According to Parasuraman, et, al in Tjiptono (2014: 282), Responsiveness or Responsiveness is a willingness to help and provide fast and accurate services to the community by conveying clear information. Responsiveness is the ability to facilitate and assist customers in responding to and resolving complaints expressed by customers.

Assurance / Confidence

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it was concluded that in terms of time certainty it was appropriate. However, the certainty of time is not yet appropriate, the public service mall which should provide speed and ease of time including in passport issuance services is not in accordance with the facts in the field. There are still delays in completion time because the service can only run on Mondays and Thursdays (not in accordance with the cooperation agreement), not in accordance with the principles of the public service mall which provides speed and ease of service time. This is based on the fact that there are still complaints and hopes from the community that have not been realized. Things that should not happen and need to be completed as soon as possible, such as the absence of a passport printing machine to facilitate service, limited resources, limited operating hours (Monday and Thursday) with an estimated time of 4 hours (08.00 - 12.00 WIB) so that public trust in passport issuance services is satisfactory and of high quality.

Based on Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall Article 11, MPP supporting tools/facilities consist of at least: computer devices, printers, and scanners. According to Parasuraman in Tjiptono (2001: 69), Assurance is the knowledge, politeness, and ability of officers to foster a sense of trust in customers. Consists of several components including communication, credibility, security, competence, and courtesy.

Empathy / Attention

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that in terms of attention or attention of officers in helping the community in issuing passports, it is quite good. However, it needs to be improved and prepared when later the number of applicants who come is more than usual, because officers do not only receive one application from the community but almost all people who need services. In terms of politeness and friendliness, the Passport Issuance service is quite good. The attitude and friendliness given by officers to the community are quite satisfactory, adjusted to the situation and conditions in the service received, the aim is to achieve good service quality.

Based on Purwakarta Regent Regulation Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall Article 11 Supporting tools/facilities consist of at least: queuing machine; f. service satisfaction measuring tool; complaint box; page (website) and e-mail. According to Parasuraman, et, al in Tjiptono, (2014:282) Empathy or empathy, namely providing sincere and individual or personal services given to customers by trying to understand customer desires.

3.1 Determining Factors Affecting the Improvement of Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency

The implementation of improving Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency certainly experiences obstacles and problems, these problems are not only technical problems, but also non-technical problems encountered by the One-Stop Integrated Investment Service Office as the organizer of Passport Issuance at the Bale Madukara Public Service Mall, Purwakarta Regency. Based on the results of observations, documentation studies, and interview results obtained by the author from various informants, it can be described as follows:

Ability (Ab) / Ability

Based on the results of observations, documentation studies and strengthened by the results of interviews with various sources, it shows that the ability of immigration officers as organizers of the Public Service Mall at Bale Madukara, Purwakarta Regency has been adjusted to our service information and the service procedures of related agencies. Every month there is an evaluation to improve service satisfaction to the community, but there are still shortcomings in the service, including in terms of waiting rooms, queue quotas, service counters, operating hours, the number of document issuances that have not been in accordance with the specified time reflecting the less than optimal adaptation of the One-Stop Integrated Investment Service Office as the organizer of Passport Issuance at the Bale Madukara Public Service Mall, Purwakarta Regency. The importance of adaptation in the implementation of online-based services to create quality population administration and civil registration services.

ibility, security, competence, and courtesy.

According to Suradinata (2004) Ability (ability) Ability comes from the word 'able' which means: power (can, able) to do something, can also be people who are wealthy or rich, have excess wealth, ability can also be interpreted as ability, skill, self-ability. The readiness of the Purwakarta Regency government to be able to improve Passport Issuance Services through the KSATRIA Application as proof of excellent service for the community is a necessity, but sometimes in its implementation it does not meet expectations, so the Purwakarta Regency government and requires supporting factors in the form of ability (ability) as a government organization so that the Purwakarta Regency government is aware of what shortcomings in the application so that it can run smoothly when providing services.

Strength (strength, toughness)

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that the strength of the One-

Stop Integrated Investment Service Office as the organizer of Passport Issuance at the Bale Madukara Public Service Mall, Purwakarta Regency, in addition to supporting infrastructure that can be used directly by the public for passport issuance services, is in the form of regulations, namely the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of the Public Service Mall, and the Regulation of the Regent of Purwakarta Number 176 of 2020 concerning the Implementation of the Bale Madukara Public Service Mall, which is the guideline and implementation of the passport issuance service application, namely the KSATRIA application for the people of Purwakarta Regency, but for the passport printing service mall, direct passport printing is not yet available.

According to Suradinata (2004) Resilience comes from the word 'tough' which means difficult to defeat, strong, reliable, very strong, steadfast and strong, sturdy. Resilience also means strength, tenacity. The Purwakarta Regency Government as the organizer of the Public Service Mall with the improvement of passport issuance services is one of them. Must have the strength to run well.

Opportunities(O)/Opportunities.

Based on the results of observations, documentation studies and strengthened by the results of interviews with various sources, it shows that the passport issuance service at the Bale Madukara Public Service Mall through the KSATRIA service (Collaboration, One Stop, Recreational, Innovative and Trustworthy) is an opportunity to improve services, because KSATRIA is a service that is expected to accommodate services to the community, with the existence of KSATRIA it becomes an opportunity for the Investment Service Office of Integrated One Stop Services to run optimally because there is cooperation with other agencies. Service officers hope that there will be an increase in the number of passport issuance applications, the services provided are very beneficial for the community. Service officers must have the opportunity to work hard and establish intense communication so that cooperation, especially in fulfilling passport issuance applications, can be carried out according to expectations. However, in the future it is not certain whether there will be a renewal of the passport issuance quota in the future. This is because the immigration office is still constrained by human resources and the distance of the service. In terms of developing operational hours to improve access to services for the community, the organizers of the Bale Madukara Public Service Mall are still trying to ensure that the needs of the community are met, including developing operational hours. Service officers only open services for immigration, they can only open services two days a week, namely from Monday to Thursday, with a limited quota for passport issuance service requests (15 General Public, 2 Elderly, and most recently 5 Local Residents). The organizers of the Bale Madukara Public Service Mall will continue to innovate in their services.

According to Suradinata, (2004) Opportunity (opportunity) Opportunity means space for movement, both concrete and abstract and provides opportunities, possibilities to carry out activities that are beneficial for efforts to achieve ideals, goals and programs.

Culture (culture)

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that the culture applied in passport processing services at the Bale Madukara Public Service Mall, Sukabumi Regency, namely a friendly welcome from employees who provide services. A work culture that supports and is committed to the service hours provided. The certainty of costs and time is in accordance with applicable regulations. There is no difference between the services at Karawang Immigration and MPP Madukara. The cost of PNPB Passport Issuance is IDR 350,000-, Electronic Passport IDR 610,000-, usually more special and faster. MPP Madukara is also a WBK or corruption-free area, and the Class I Non TPI Karawang Immigration Office has entered the criteria for a Clean and Serving Bureaucratic Area at the National Level. However, in terms of the certainty of the time for passport issuance, it cannot guarantee that it is on time due to the limited service time provided only 2 days a week. According to Suradinata (2004) Culture means thoughts, cultural reason, results, customs, and something about a culture that has developed (civilized, advanced) or something that becomes a habit that is difficult to change because of agreements in a certain environment that is continuously maintained. With culture, people will progress and be modern and always live in their time.

Agility (Ag)/ Intelligence

Based on the results of observations, documentation studies and reinforced by the results of interviews with various sources, it shows that the ability of passport issuance service officers at the Bale Madukara Public Service Mall has prepared and provided complaint services and service assessments (Public Satisfaction Index) for all services. However, in handling the issuance, it is not on time because the service is only limited to Monday and Thursday, this has an impact on people who need services having to wait until service time is available again to continue the passport issuance process. From the aspect of the speed of officers in providing services that are responsive to the needs of the community, the service is in accordance with the standard procedures implemented by the relevant agencies, fast and in accordance with the needs of the community. It's just that maybe the Immigration can only provide services 2 days a week (Not in accordance with the Cooperation Agreement). Because their human resources are not adequate.

According to Suradinata, (2004) Agility (intelligence) Intelligence comes from the word 'intelligent' which means perfect development of reason, sharp mind, perfection in its growth, perfection of reason, sharpness of mind and cleverness.

Ability alone is not enough, it must be with intelligence in processing thoughts, analyzing information to be used as a decision material.

Strategy to Improve the Quality of Passport Issuance Services at Bale Madukara Public Service Mall, Purwakarta Regency

The strategies carried out to improve the Quality of Passport Issuance Services at Bale Madukara Public Service Mall include the following:

Based on the factors that influence passport issuance services at Bale Madukara Public Service Mall, Purwakarta Regency that have been described above, based on the results of observations, documentation studies, interview results from various sources and literature reviews, it can be concluded that the strategic steps that can be taken to improve digital-based death certificate services are as follows:

Suradinata (2013:18) explains that: ASOCA is an acronym consisting of five main elements that need to be considered in analyzing governance. ASOCA stands for Ability, Strength, Opportunities, Culture, and Agility. These elements were developed to complement the SWOT analysis by considering cultural factors and intelligence as important components in decision making and adaptation to social dynamics and community needs. This ASOCA analysis can provide a more holistic perspective in formulating government management policies and strategies.

Considering the phenomenon of problems that occur at the research location related to the Strategy for Improving the Quality of Passport Issuance Services by the Investment Office of the One-Stop Integrated Service as the organizer of the Bale Madukara Public Service Mall, Purwakarta Regency, the determining factors can be inventoried in the form of Ability, strength, intelligence (agility), opportunity and Culture that have been formulated by researchers based on the results of observations, documentation and interviews with informants.

Based on the identification of external and internal factors above using ASOCA analysis, an eleven-box matrix was produced that looks at the organization from the internal factors of the organization, namely, ability, strength, and agility and looks at external factors, namely opportunities and culture. The other six boxes are strategic steps that can be taken by the One-Stop Integrated Investment Service as the organizer of the Bale Madukara Public Service Mall, Purwakarta Regency to overcome the factors that influence the improvement of passport issuance services. The strategic steps resulting from the ASOCA analysis above can be seen as follows:

1. AbO Strategy (Ability x Opportunities)

Is a strategy that uses ability to take advantage of opportunities, with the following analysis results:

- a. Every month conduct an evaluation to improve service satisfaction to the community.
- b. Prepare people who are assigned alternately to facilitate passport services

2. SO Strategy (Strength x Opportunities)

Is a strategy that uses resilience to take advantage of opportunities. Based on the results of the ASOCA analysis, the following SO strategies were obtained:

- a. Increasing the role of the One-Stop Integrated Investment Service Office as an office that organizes the Bale Madukara Public Service Mall in issuing passports optimally.
- b. Providing adequate supporting facilities and infrastructure for passport issuance services.
- c. Providing additional Human Resources in the filing section to assist Immigration Services.

3. AgO Strategy (Agility x Opportunities)

Is a strategy that uses intelligence to take advantage of opportunities. Based on the results of the ASOCA analysis, the following AgO strategies were obtained:

- a. Maximizing the capabilities of the One-Stop Integrated Investment Service Office by implementing cooperation with other offices to improve passport issuance services.
- b. Maximizing the capabilities of the One-Stop Integrated Investment Service Office in building commitment in providing service hours to the community.
- c. Ensuring that community needs are met including developing operational hours in issuing passports.

4. AbC Strategy (Ability x Culture)

Is a strategy that uses capabilities to utilize culture. Based on the results of the ASOCA analysis, the AbC strategy was obtained as follows:

- a. Create slogans that can provide good character building for service employees and the community
- b. Be polite and friendly to every applicant including in passport issuance services
- c. Be transparent in implementing costs and time in accordance with applicable regulations.

5. SC Strategy (Strengths x Culture)

Is a strategy that uses resilience to utilize culture. Based on the results of the ASOCA analysis, the following SC strategies were obtained:

- a. Improving passport issuance services by implementing applicable regulations and applicable procedures or stages, namely through the KSATRIA application.
- b. Optimizing service activities colored by a culture of politeness to the community using the service.
- c. Implementation of a good work culture, discipline, and commitment to the specified service time, namely every Monday and Thursday.

6. AgC Strategy (Agility x Culture)

Is a strategy that uses intelligence to utilize culture. Based on the results of the ASOCA analysis, the following AgC strategies were obtained:

- a. Preparing officers who are always ready to solve problems and provide timely solutions.
- b. Availability of officers who are always ready to provide responsive services to the needs of the community
- c. Maximizing the intelligence of human resources and experts who are able to solve problems and provide timely solutions in passport issuance services.

With the above strategies, the quality of passport issuance services will be created that meet the desires of the community of service users. Service quality is now very much needed to achieve customer satisfaction. With quality, it means that companies must meet customer expectations and satisfy their needs. However, although this definition is consumer-oriented, it does not mean that in determining the quality of service, service providers must comply with all consumer desires. In other words, in determining service quality, companies must consider in addition to meeting customer expectations, they must also see the availability of adequate resources in the organization. (Zeithaml: 2011) From the results of research conducted by researchers using the theory of service quality proposed by Parasurahman, et al, in Tjiptono (2014: 282) as an analytical approach, researchers found a meaning and finding that the theory of service quality can be closer to the word perfect if one dimension is added as a reinforcement to the other five dimensions to be able to produce perfect service quality measurements. The finding is the consistency dimension.

The word consistency in Indonesian means determination and steadfastness in acting, it can also mean unchanged, obedient to principles, and committed. Another meaning is to focus on one area without moving to another area before the first area is really strong. Consistency is also very well known as one of the keys to success

because consistency is an adjective that describes the same action that is done repeatedly from time to time, this action is done to be fair and accurate, and can also be interpreted as a standard, or an effect that will not change over time. The reason researchers apply the consistency dimension in this study is because based on the results of observations in the field, researchers see that, in the implementation of the quality of passport issuance services at the Bale Madukara Public Service Mall, Purwakarta Regency, a consistency dimension is needed which is also used to ensure and measure quality and ability according to the standards that apply without ignoring the desires and complaints of the community, as much as possible the service does not decline and continues to move towards better and better. With the consistency dimension, the Bale Madukara Public Service Mall, one of which provides passport issuance services, will always maintain and improve its quality and produce services that are increasingly close to the expectations of the community which are indicators of community satisfaction with the services provided.

CONCLUSION AND RECOMMENDATION

Based on the results of the study and discussion, it can be concluded that the quality of Passport Issuance services at the Madukara Public Service Mall, Purwakarta Regency, reviewed from the Tangible dimensions, is still low. Reviewed from the shows that officers have not provided easy immigration services according to the needs and desires of the community. Facilities and infrastructure at the Passport Issuance Service at the Bale Madukara Public Service Mall have not approached the maximum. Reliability in the Quality of Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency is not running optimally, this is indicated by the ability and reliability of officers who serve each applicant. The power of officers to applicants and services has not been running quickly. Availability of Queue Quota (15 Quotas) and Operating Hours (Monday and Thursday) with an estimated service time of only 4 hours (08.00 - 12.00 WIB) so that it does not provide more benefits felt by the community. The level of public trust in passport issuance services is not yet perfect due to facilities that are not as expected, minimal number of resources, limited service time even though the service costs are appropriate, there is no difference at all.

Determining Factors Affecting the Improvement of Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency Ability (Ab) / Ability Information is delivered by service officers only at the beginning, the change of officers hampers the passport issuance process, there are passport issuance services. The number of document issuances that do not match the time set. Strength (strength, toughness) The number and readiness of officers in providing services are still lacking. Immigration hotline services for reporting, passport tracking to make it easier for the public to get services are inadequate. Opportunities (O) / Opportunities to increase the number of passport issuance applications in the future. it is not yet certain whether there will be a renewal of the passport issuance quota in the future.

Immigration is still constrained by human resources and service distance. Development of operational hours to improve service access for the public, the organizers of the Bale Madukara Public Service Mall are still trying to ensure that the needs of the community are met, including developing operational hours. Service officers only open services for immigration, they can only open services two days a week.

In describing the Strategy for Improving the Quality of Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency, the researcher analyzed it using the ASOCA analysis. Implementation of improving the Quality of Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency. Of course, there are factors that influence the Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency, which can be described as follows: AbO (Ability x Opportunities) Strategy: Every month, conduct an evaluation to improve service satisfaction to the community, Prepare people who are assigned alternately to facilitate passport services. SO (Strength x Opportunities) Strategy: Increasing the role of the One-Stop Integrated Investment Service Office as an office that organizes the Bale Madukara Public Service Mall in maximum passport issuance, Providing adequate supporting facilities and infrastructure for passport issuance services, Providing additional Human Resources in the filing section to assist Immigration Services AgO (Agility x Opportunities) Strategy: Maximizing the capabilities of the One-Stop Integrated Investment Service Office by implementing cooperation with other offices to improve passport issuance services, Maximizing the capabilities of the One-Stop Integrated Investment Service Office in building commitment in providing service hours to the community, Ensuring that community needs are met including developing operational hours in passport issuance. AbC (Ability x Culture) Strategy: Creating slogans that can provide good character building for service employees and the community, Preparing service officers to be polite and friendly to every applicant including in passport issuance services, Transparent in implementing costs and times in accordance with applicable regulations. SC (Strengths x Culture) Strategy: Improving Passport Issuance Services by implementing applicable Regulations and applicable procedures or stages, namely through the KSATRIA application, Optimizing Service activities colored by a culture of politeness to the community of service users, Implementing a good work culture, discipline, and commitment to the specified service time, namely every Monday and Thursday. AgC (Agility x Culture) Strategy: Preparing officers who are always ready to solve problems.

Passport Issuance Services at the Bale Madukara Public Service Mall, Purwakarta Regency so that they can be implemented and have better quality are as follows: If there are researchers who will conduct the same research on the Passport Issuance Service Quality Strategy at the Bale Madukara Public Service Mall, Purwakarta Regency using the same concept, adding other aspects besides the Tangibles, Realibility, Responsiveness, Assurance, and Empathy aspects, namely

consistency, in order to get more optimal results and become a new reference, so that it can provide a more comprehensive, systematic, and beneficial scientific contribution to the development of government science, especially in the study of Service Quality.

For practical suggestions that researchers need to recommend to the Bale Madukara Public Service Mall Officers, Purwakarta Regency, including:

1. Strive to improve and develop passport issuance services, especially in providing supporting facilities and infrastructure.
2. Can provide the best performance and treatment to the community as a form of attention or attention in accordance with the service information.
3. Increase human resources in passport issuance services to speed up services.
4. Can provide the best service and pay attention to complaints and desires of the community, especially in queue quotas and time to get service.
5. More appropriate in providing certainty in guaranteeing time and service costs.

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