

# ““Super Service Delivery”: an advanced conceptual model of one-stop service for wide administrative region”

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# “SUPER SERVICE DELIVERY”: AN ADVANCED CONCEPTUAL MODEL OF ONE-STOP SERVICE FOR WIDE ADMINISTRATIVE REGION

## Abstract

The innovative role of “One-Stop Integrated Services” (one-stop service in Indonesia) is now being developed. On the other hand, the problems faced by the community in their efforts to obtain service have not been decomposed precisely. The issue of distance and travel time to the service center (service offices: OSS) and the resulting costs are still burdensome. This situation is very prevalent in communities in districts, cities, and provinces, because Indonesia’s topography is divided into land administration areas and large islands.

The aim is to unravel the burden of problems faced by the community of service users in the land administration area and large islands. The authority, main tasks, and functions of the “one-stop integrated service office” can be stretched close to the residents of far-flung communities in remote areas, because the original public service users are there.

Technically, the tasks and functions of PTSP services are delegated through sub-district offices in various parts of the region, and may even be delegated to the village offices/village offices. PTSP parties only need to place 1 (one) up to 2 (two) personnel to carry out this task. This technique administratively utilizes government work networks and e-gov networks that are ready and able to mediate recording and transactions in real time. Regional Government Banks can also provide support in the same way to handle the management of super service delivery transactions in various parts of the district.

## Keywords

Super Service Delivery, integrative service, one-stop service, cohabitation and integration service

**JEL Classification** D73

## INTRODUCTION

One of the basic principles of good public service is accessibility. That is, the location and place of service, in addition to being easily accessible (Tervo et al., 2013; White, 1981 cited in Moseley, 1997; Farrington, 2005), also does not provide additional burdens to customers who need services (Penchansky & Thomas, 1981; Saurman, 2015). The additional burden that usually occurs in this connection is distance, which has implications for the costs and time that must be borne by the community to reach the service center. Today, the accessibility of public services with technical problems, the burden of time and costs caused by the distance to the center of public services began to be realized by people in all corners of Indonesia (Purnomo & Wulandari, 2017). This phenomenon seems to resemble the phase that will mark the end of euphoria in the application of the one-stop service concept in Indonesia and the start of the development of the OSS concept.

Two integrated service models refer to the one-stop service concept and have long been practiced in Indonesia. The first model is called

the implementation of “One-Stop Integrated Services” (PTSA). This one-stop integrated service pattern is held in one place, providing various types of services that have no process linkages and are served through several doors. The type of service that is close to the community does not need to be unified. The second model is the implementation of “One-Stop Integrated Services” (PTSP). This one-door integrated service pattern is held in one place, providing various types of services that have a process linkage and are served through one door. Both models of service delivery have continued until now, but people are beginning to realize that the actual services obtained still leave problems so that they have not precisely met expectations (Purnomo & Wulandari, 2017).

Indeed, the translation of the accessibility of public services mentioned above is relevant to the mandate context of Law Number 32 the Year 2004 concerning Regional Government. The Law mandates the authority of autonomous regions to regulate and manage the interests of the local community, according to their initiatives, based on the aspirations of the community, in accordance with the legislation. Through regional autonomy, most of the authority delegated by the central government to the district and city governments as autonomous regions has been delegated so that it can be faster in responding to the demands of the community by their capabilities. Bring services closer to the community so they can be of higher quality – accessibility of public services in the context of the Law, containing the same translation with a number of thesis thoughts above, namely the degree of ease of service provided to be reached by citizens.

Because the community has begun to realize it, it can be said that the trend of the problem of public services in Indonesia after the application of the one-stop service concept began to develop from the issue of service quality to the issue of comfort of citizens in reaching public service centers (Purnomo & Wulandari, 2017). The practice of the two service models that are intended as a result of the reference to the one-stop service concept has not been able to deliver services that are close and have no implications for new costs beyond the cost of service. Why not residents who live far from the city center, both district and province, must travel hundreds of kilometers to obtain licensing and non-licensing services. This situation is very typical of service problems in Indonesia as a country with extensive land administration and islands.

The implications of the new costs outside of the service fees can be in the form of transportation costs from the residents’ domicile to the city center of government, where the service office is located. If the process of obtaining this public service cannot be completed within one day, then the consequences that must be borne by the citizens is to issue other costs, namely, lodging accommodation costs, to save time and effort. It is also possible for multiple transportation costs if the completeness of documents carried by residents has not met the requirements. Thus, residents must go home to provide it, then return to the service place.

In various recent studies, handling such problems is commonly overcome using online-based services. With online-based services, citizens everywhere can access services easily (Aritonang, 2017; Anshari & Lim, 2016; Chatzoglou, Chatzoudes, & Symeonidis, 2015; Alshehri, Drew, & Al Ghamdi, 2012; Brown, 2005). But such a solution cannot be applied as a whole in Indonesia. The capacity and ability of citizens in all parts of Indonesia in response to online public service facilities are hampered by information technology literacy skills. Even so, the ability of government institutions to provide online-based services is sufficient, even to the availability of special applications for smartphones. Online-based public services are only commonly accessed by businesses (government to business) and certain groups in urban areas, not including those outside the city which generally work as farmers and the numbers are even far greater (Aritonang, 2017).

Therefore, the conceptual model of Super Service Delivery seeks to take the position of bringing services closer to the majority of people who are domiciled in remote areas of the country by giving respect to their financial capacity and peripheral position. Besides, trying to conceptualize the public service de-

livery model that is congruent with the mandate of the prevailing laws and regulations so that the actual public services provided no longer impose additional costs on citizens when accessing public services.

The conditions described above are characteristic of the problems of the accessibility of public services in the background of land administration areas and large islands in Indonesia that burden the community. The policy of regional expansion or the formation of a lively new autonomous region since the ratification of Law No. 22 of 1999 was unable to break the chain of these problems. Even though the expansion of the area was indeed more oriented to power politics than the consideration of the implementation of technocratic management, the real basis of the problem was indeed because of the wide area of government administrative areas throughout Indonesia. However, even though the administrative areas of the new government regions have been formed to reach 215 new autonomous regions consisting of seven provinces, 173 regencies, and 35 cities, the public service nodes (PTSP) remain domiciled in the city center, regency, and province, and have not yet approaching residents in remote areas.

Factors that directly influence these conditions originate from the service model applied as a result of the interpretation of one-stop service (PTSP) with a single and independent institutional format that integrates various variants of licensing and non-licensing service products. PTSP is a service model that was previously accepted as a result of innovation; then it is now realized that it creates an additional burden beyond service to the community members in remote areas. The evolving e-government tool has proven to be unable to overcome this problem, not because of the innovation of e-government, but because of the community in general, not yet literate IT.

The next factor that indirectly coincides with the problem of accessibility of services is that they are not implemented until now mandated by Law Number 25 of 2009 concerning Public Services, which mandates that some regents and mayors delegate authority to sub-district heads in each district and city support the application of the PTSP concept. All regional governments, through their associations, have agreed to implement the Kecamatan Integrated Administrative Services Program (PATEN) as stipulated in Permendagri No. 4 of 2010 concerning District Integrated Administrative Services Guidelines, where all districts must implement the program in 2015. However, until now, the program of the Integrated District Administration Service does not yet have a conceptual/empirical model so that it is considered to be a mere political monument.

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## 1. REVIEW OF LITERATURE

The author realizes that the opportunity for theoretical discussion about the accessibility of public services tends to be multi-perspective, even multi-disciplinary. This, at least, appears in the selection of the meaning of accessibility of public services in the introductory paragraph above, which refers to Trevo et al. (2013), which examines the use of geographic information systems (GIS) to analyze the spatial accessibility of public services, intended to give a position on the understanding of accessibility as a phenomenon of distance and travel time to a public service center, because it is the main focus of the assessment (criticism) of the public on the quality of integrative public services (PTSP or OSS), in Indonesia today.

Definition by intuition is then referred to as the theoretical category of gaps service delivery as in the concept of the gaps model of service quality (Parasuraman, Zeithaml, & Berry, 1985, 1988, 1994). This decision is motivated by many studies that prove that there are many factors that can directly or indirectly influence the performance of public services so that they tend to be complex (McGregor et al., 1982), therefore they tend to be complicated in their integration.

The practice of One-Stop Integrated Services (PTSP) in Indonesia is a manifestation of factual problems from the complexity of integrating various aspects that affect service quality. Especially the focus is on the presence of the phenomenon of additional costs that must be borne by the community when going to reach and get services at PTSP,

which is located in the administrative centers of districts, cities, and provinces in Indonesia. Therefore, the theoretical prescriptions referred to still refer to the “traditionality” concept of the gaps in the model of service quality (Parasuraman, Zeithaml, & Berry, 1985, 1988, 1994).

### 1.1. Gaps analysis model

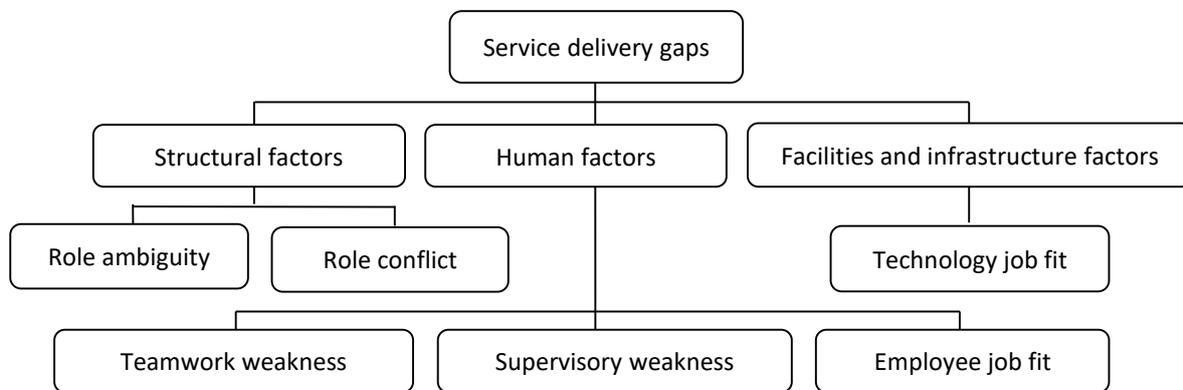
Analyzing service delivery so far can be done by identifying it as a factor in five dimensions of quality. Like the idea of Parasuraman, Zeithaml, and Berry (1985, 1988, 1994), one of the theoretical factors that have direct relevance to public service performance is the service delivery process. The terminology of service delivery has three imperative factors, which include structural factors, human factors, and facilities as shown in Figure 1. However, before discussing the aspects that accompany the theoretical categories of terminology service delivery, the order of the concept of gaps model of service quality will generally be described first.

According to the concept of “gaps model of service quality”, the development of service quality is influenced by four quality factors, which, if ignored, potentially create service problems. The four factors that should be addressed are: (1) the service provider must be able to understand the community’s expectations about the desired service well; minimal attention to these factors will create a management perception gap, (2) pouring the results of identification of the community expectations into the service quality specifications, which in practice are commonly equated with service

SOPs; if it does not carry out this stage correctly, it will create a service quality specification gap, (3) provision of services must be as accurate as possible in accordance with the service SOP; if not, it will create a service delivery gap, and (4) the promise of service to the community must be reliable, able to be fulfilled in order to avoid the emergence of marketing communication gaps (Parasuraman, Zeithaml, & Berry, 1985, 1988, 1994), in these four factors, various kinds of public complaints related to the services they received were sourced, (5) information about the gaps that arise through each of these factors is then reviewed through a survey that will provide an overview of the difference between the perceptions of customer experience and services received with the expected services.

In particular, service delivery is the third processual phase according to the concept of “gaps model of service quality” (Parasuraman, Zeithaml, & Berry, 1985, 1988, 1994). In the service delivery process, service quality specifications are implemented (commonly equated relatively with the service SOP) in response to the needs of service users. SOP preparation is the second phase, which is obtained from the results of management’s interpretation of customer expectations (first phase).

By referring to the above scheme of service delivery factor theoretical categories, it can be seen that the definition by intuition phenomenon of this research can be explained through factors of infrastructure as one of its aspects. Although in the development of this conception, the aspects that accompany these factors are only related to technology job fit, but the definitive interpretation of



**Figure 1.** Theoretical service delivery gaps category in the order of the gaps model of service quality concept

the terminology reaches the spatial meaning of accessibility of public services, namely, the position of service centers among the community to be served. In this case, of course, besides being easy to reach (Tervo et al., 2013; Moseley, 1997; Farrington, 2005), it also does not impose additional burdens on customers who need services (Penchansky & Thomas, 1981; Saurman, 2015).

More precisely, accessibility is defined as a measure of the capacity of locations that must be reached from different locations (Rodriguez et al., 2009). Accessibility is seen as to what extent the location of the service office (PTSP) allows individuals to achieve their goals, get public services (see Geurs & Ritsema van Eck, 2001). In this case, the essence of spatial access means that the focus is on the variables of spatial distance (length or time), rather than for example social problems (see Lou & Wang, 2003 for more). Trevo et al. (2013) concluded that placing a service center into a plan that should require careful consideration is the position of the most easily accessible to the easiest to reach.

## 1.2. OSS: theoretical background

The construction of the OSS model presented by Wimmer (2002, cited in Vashakidze, 2014) shows that there are broad dimensions related to the characteristics of the OSS model that is practiced, among others consisting of (1) structural, (2) administrative, and (3) social. In this case, the structural dimensions of OSS are related to design issues, integration with government departments, geographical distribution, selection of service sets, and so on. In the structural dimension, there is usually a high degree of fragmentation from government departments. This high fragmentation occurs especially if department cases cannot interact with each other. This structural dimension includes vertical and horizontal structural integration and government functions. Vertical integration explains integration of services from various levels of government, while horizontal integration explains service integration spread across one level of government.

The administrative dimension includes the bureaucratic arrangements needed in order to meet the demands of citizens. Social dimension is defined as a situation that provides a setting for the

formation of OSS. Jaeger and Thompson (2003, cited in Vashakidze, 2014) argue that OSS arrangements must be based on social commitment to make public services available to citizens. The argument does not give room for any reason not to provide improved services.

As a model that can be chosen to provide public services, the following multi-dimensional (structural, administrative and social) argumentation of OSS reinforces its urgency and relevance. Wattenhall and Kimber (1996) propose two reasons to support the formation of OSS:

- 1) OSS can be used as a means to reduce the variety of ways to provide welfare services to the poor. In this context, OSS is seen as an efficient mechanism, because this scheme avoids the spread of service variants in many government departments. This argument is in line with the social commitment argument mentioned above and sees OSS from the point of social justice; the variety of needs of service users only needs to be focused and accessed through one provider beyond the terms of service;
- 2) OSS can be seen as an opportunity to improve coordination between various government departments. Here, OSS is an instrument where efficient relations are formed between government departments, avoiding the need for separate projects for the same purpose.

Through other studies, Bryden et al. (2007) show that OSS benefits include: (1) making life easier for customers and enabling local service provision, (2) services can be tailored to local needs, (3) OSS reduces costs through shared use of staff, buildings or vehicles, (4) creating synergies between government departments, (5) being able to provide flexibility in services offered, (6) providing economies of scale over time, and (7) being able to benefit from funding sources such as lotteries.

In general, it can be summarized that there is a trace of efficiency and effectiveness in the application of the OSS concept that has been shown in the literature. In fact, countries that are the object of the above research have used efficiency arguments to refer to OSS, especially in rural locations (Vashakidze, 2014).

## 2. RESEARCH METHOD

This exploratory research question is focused on the search for unknown aspects but is the basis for the community assessment of users of PTSP services on services received. Control of the research question is intended to find new aspects beyond the imperative aspects of gaps service delivery in order to create the required conceptual model. It appears in the idea of formulating this research problem, namely, the search for aspects. With a convincing tone of search aimed at non-factor aspects, thus, this formula is clearly framed first in the reference factorial reference pattern, which is on one of the factors in the theoretical service delivery category, a conception of “gaps model of service quality”.

Data were collected through observation, interviews and document review. Primary data were obtained from 5 personnel at the service counter, with their five partners who were not directly in contact, but they handled the same task of service provision, two database officers, and one counter clerk of customer care. Regular informants set among them were 13 customers. The formation of the number of informants was used to obtain information and data in 4 (four) districts in the South Sulawesi Province, namely, Gowa Regency, Maros, Takalar and Pangkep. Service centers (PTSP) in each of the four districts are located in the district capital.

## 3. RESULTS AND DISCUSSION

### 3.1. Objective conditions

A number of studies have shown the positive effects of the operation of integrated public services in one-stop integrated service model in UK (Hardwick, 2013) and other European countries (European Commission, 2013), so also in Asian countries (Hoque & Sorwar, 2015). Not only does it operate well, these studies show that the integrated public service model is even growing very rapidly and positively. The response and acceptance of society are increasingly widespread, as shown by integrative service segmentation in the UK, which has focused on women groups (Hardwick, 2013). In a number of European countries, the

growing literature on service integration has documented several advantages of well designed integrated approaches, such as tailor-made, flexible and responsive policy options; cost effectiveness and efficiency by sharing knowledge, expertise and resources across cooperating actors; capacity building and innovation, etc., along with considerable challenges in how to reach these outcomes (McQuaid, 2010).

The following experience presents various successful OSS models from various parts of the world. This presentation is intended as an indication of various types of OSS practices (the limited information does not rank them or recommend certain models): (1) co-habitation before integration in Denmark; combining government functions in providing job vacancies and social welfare in the same system, responsibility related to service provision is shared between municipalities and national governments (Askim et al., 2011), (2) integration before co-habitation in Norway; in contrast to Denmark, the model available in Norway is an example of OSS, which was established after the integration of government functions, a series of reforms, locally known as NAV reforms, began in 2001, in which parliament asked the government to combine the three main departments related to the provision of welfare – national insurance, employment and municipal social services (Jaeger & Thompson, 2013), (3) location-based model of OSS in Sri Lanka; the form of OSS in Sri Lanka is known as Nenasalas; approximately 600 Nenasalas operate in rural and semi-urban areas to provide access to e-government services. Four main criteria are used in the selection of locations to establish Nenasalas: (1) population (must be between 2,000 and 5,000 people); (2) market presence (at least 15 wholesalers within a 5 km radius); (3) existence of electricity; and (4) the existence of schools (“type 2” schools with at least 300 students) (Karunasena, Deng, & Singh, 2011).

From the trajectory of the OSS practice experience, there are significant differences between each application of the term. But in general, OSS provides two types of facilities: (1) providing information, and (2) providing services. The OSS model in the UK and Norway is intended to represent a country with many islands, while Denmark is considered, because the conceptual model of OSS developed

in this study has the same nature “co-habitation” with the conceptual model of this research. Sri Lanka is referred to, because the location-based model of OSS approaches the principle of distributing service nodes in the conceptual model developed by this study, which is location-based.

Facts about the progress of integrative public service practices in various parts of the world have also been achieved in Indonesia (Anshori, Enceng, & Anto, 2013). As shown through the results of this study that service innovations practiced through the One-Stop Integrated Service Offices (PTSP/OSS) in the four districts of the research locations, carry out its functions well; provide information and provide services. Therefore, PTSP/OSS received quite good appreciation from the community of service users. Although there are still tangible and intangible problems in carrying out tasks and PTSP/OSS service functions that are valued by the community as a service quality problem, in general, the presence of an integrative service model is welcomed. So far, a number of steps are pursued in order to improve the quality of public services held through PTSP/OSS in Indonesia. The results have been seen through a survey conducted by the Ombudsman of the Republic of Indonesia in 2015, which shows that PTSP/OSS is far more compliant and ready to change towards achieving more quality services (Anwar, 2017).

But there is one typical problem, which in the view of this study is relevant to what UNDP calls a typical condition requiring a frontline office approach (GCPSE, 2018). Service users complained about the costs that must be spent to be reached the regency cities where PTSP service offices were located. This information is generally obtained from customers domiciled far from the district city area. In research on peripheral services and regional structures, Cromley and McLafferty (2002) confirmed the situation that populations and services are often grouped, and peripheral areas often have relatively poor populations and poor access to services. Therefore, this study considers that OSS, as practiced in Indonesia through PTSP/OSS, must also be seen as a means for people in various regions to obtain services, not just as a means to centralize services.

OSS as practiced in Indonesia has been seen as an efficient mechanism, because this scheme avoids

the spread of service variants in many government departments. However, the social dimension of OSS practice (PTSP) has not catalyzed the problem that has become a typical phenomenon. Wattenhall and Kimber (1996) have not even predicted that in the argument of its support for the formation of the OSS. This situation appears to be more in line with the OSS social benefit category proposed by Brayden et al. (2007), and of course this dimension, which should underlie the formation of the OSS and further development, that customers are made easier with the availability of local services, because they are tailored to local needs.

Various general and specific factors of this phenomenon must indeed be seen as special conditions. A number of theoretical propositions are very clearly not sufficient enough to provide a solution to the objective rational conditions of the service user community in the country that also has this vast land. Among other things, because of the low technology literacy of the majority of the people who are domiciled in remote areas, online public services have not been sufficiently accurate as a solution. Almost the same is the background of the situation of the people in Sri Lanka, which later became a reason for applying the location-based model of OSS approaches. In Indonesia, acceptance of online public services can even face social system constraints and trust. The results of Susanto and Aljoza's (2015) study validate social trust and influence as the most significant factor in individual decisions to use new e-government services. This finding recommends that the government first pay attention to efforts to build public trust and take advantage of the social influence to promote new e-government services. However, this research still recognizes the results shown by Javalgi et al. (2004), Ghobadian et al. (1994) and Bauer et al. (2006) on the effectiveness of online services, but of course all of that requires adequate users of information technology literacy, both citizens in cities and regions remote (Aritonang, 2017; Chatzoglou, Chatzoudes, & Symeonidis, 2015; Alshehri, Drew, & AlGhamdi, 2012; Brown, 2005).

This phenomenon was also analyzed within the framework of regional expansion or the formation of lively new autonomous regions since the enactment of Law No. 22 of 1999 concerning Regional Autonomy, which was later revised to Law No. 32

of 2004. Until December 2008, 215 new autonomous regions were formed consisting of 7 provinces, 173 districts, and 35 cities. Thus, the total number reached 524 autonomous regions consisting of 33 provinces, 398 districts, and 93 cities. With the presence of these new autonomous regions, it means that after nineteen years, there have also been as many PTSP/OSS service centers present. The lesson on integration before cohabitation in Norway shows the probability and opportunities for improving the situation of integrated service practices that can be referred to in the Indonesian context. A number of research results can be referred to that regional expansion has had a positive impact that has enabled the government to improve infrastructure distribution and public service facilities (Putri, Turtiantor, & Retno, 2016; Josephus, 2014; Bappenas & UNDP, 2008).

Although nineteen years of regional expansion have passed, the issue of the ease of reaching (accessibility) public service centers continues to exist up to now and has emerged with different identification, namely, assessed as a burden, because it raises other costs when going to reach service centers (PTSP). However, objectively it must be recognized that the addition of public service centers in the new autonomous regions reduces the scope of this research phenomenon (Putri, Turtiantor, & Retno, 2016; Josephus, 2014; Bappenas & UNDP, 2008). Apparently, the problems that arise after the implementation of integrative services in Indonesia must be further explored, because if regional expansion reforms are seen as opening the way for the cohabitation of government functions, as Norway's success, it seems that there have included obstacles and challenges. Wescott, Bowornwathana, and Jones (2009) found that the effectiveness of the impact of regional expansion reforms on improving the anatomy of managerial structures and functions of the government has never been proven, at least in the Asia Pacific region. This was evident in 524 new autonomous regions resulting from Indonesia regional reforms 19 years ago, only 200 regional governments had organized PTSP/OSS, so that several advantages of well designed integrated approaches have not been achieved.

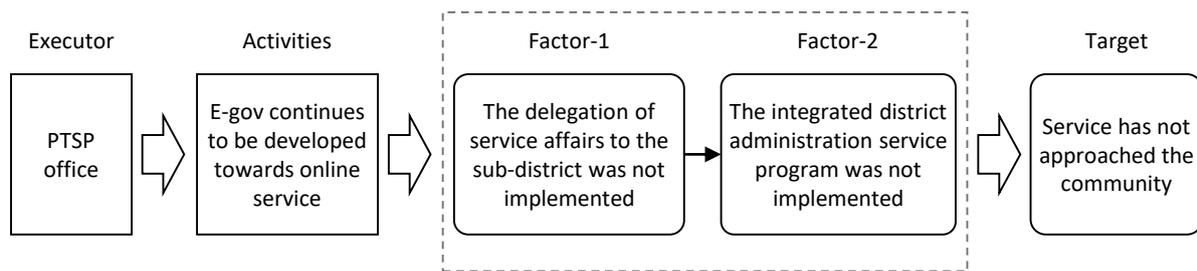
Theoretically, the problem of service delivery through PTSP/OSS arises through factors of infrastructure, but only identifies one aspect, namely,

“technology job fit”, which is actually relevant to the terminology of the facility. Thus, space for aspects relevant to infrastructure terminology may still be identified further. Taken together, Tervo et al. (2013), Moseley (1997), and Farrington (2005) state that the spatial accessibility of public service customers has so far always been related to the location and infrastructure. That is why, as argued in the study presented above, PTSP/OSS must also be seen as a means for services, not just as a means to centralize services. The meaning is that this problem is relevant to the gaps in the service delivery infrastructure factor. In this case, PTSP as a one-stop services concept practice is a basic physical need for organizing the systems and structures needed to ensure the implementation of public services (Parasuraman, Zeithaml, & Berry, 1985). Therefore, the analysis of the phenomenon of this research focuses on efforts to position it as a relevant aspect of the infrastructure problem, as the idea of the conceptual model of super service delivery proposed in the next discussion.

### 3.2. Super Service Delivery conceptual model

With the argument creating convenience for customers with the availability of local services, because it is adapted to local needs, then a number of factors and aspects, the following is composed to build a conceptual model to respond to that particular phenomenon. In Indonesia, the social background of the OSS has been supported by OSS structural instruments with the presence of a number of relevant policies. The facts indicate the availability of the regulation. As a recommendation, the basic idea of the “Super Service Delivery” conceptual model is relevant to the mandate of Article 221, Law Number 32 the Year 2004 concerning the Role of the Subdistrict in the Context of Regional Government. That means there is a fact that the regulation has projected synergies between government departments that support social problem solving and the creation of social justice.

The mandate of the interaction of elements of government in the regulation is very clear. Subdistricts are formed in order to improve coordination of the regency-governance in implementing its role and function to serve the wider community in the



**Figure 2.** Actual service delivery model of one-stop integrated services/OSS in Indonesia

region. This kind of policy instrument is meant by Jaeger and Thompson (2013) in Norway as an integration stimulus that opens opportunities for co-habitation in integrative service practices that can be utilized, but can also be ignored. That is, the Camat must coordinate all district government affairs in the subdistrict, including the provision of public services to communities in the sub-district and village/sub-district. Thus, the sub-district has the duty to coordinate public service affairs in its territory.

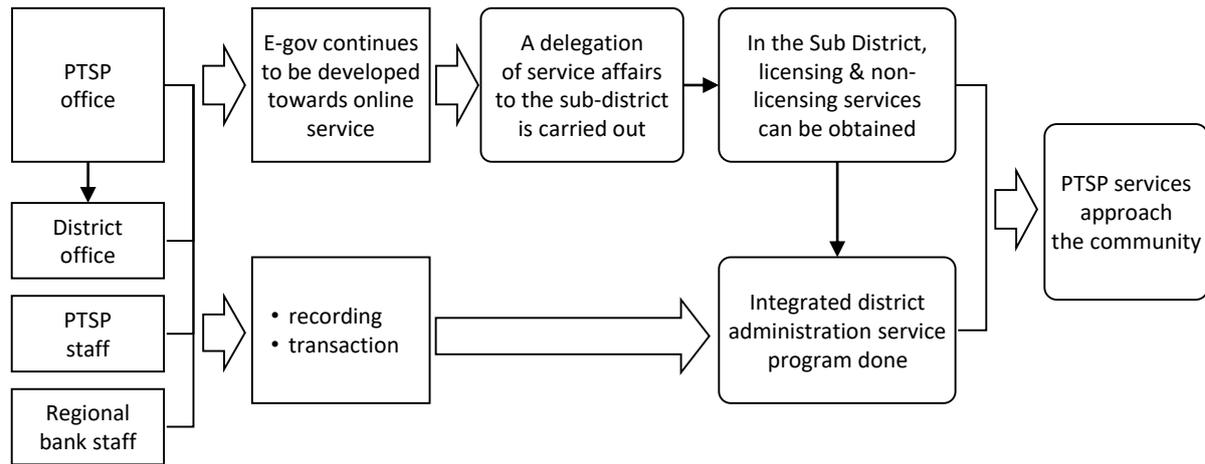
However, coordination of public service affairs in the subdistrict has not been implemented until now, while service management is focused on e-gov development towards online services. These factual conditions are illustrated in Figure 2.

Borrowing the term used by Jaeger and Thompson (2013), integration policy stimulus that is often available should be a channel of creativity in the development of integrative service management practices. Various simple functions in order to increase the “reach” of services can be cohabitized. Focus on policy stimulus in Indonesia, other than the one mentioned above, related to service affairs in the sub-district area, Article 9 paragraph (1) of Law Number 25 of 2009 stipulates that in order to facilitate the implementation of various forms of public services, an integrated service system (PTSP/OSS) can be used to bring services closer to, facilitate and accelerate public services. This was done through the delegation of part of the authority of the Regional Head to the Sub-District Heads in the name of implementing development. In the context of this role, the district was legitimized by Permendagri No. 4 of 2010 concerning the District Integrated Administrative Services Program (PATEN). According to the regulation, all sub-districts had to implement the PATEN

program in 2015. However, as revealed earlier, until now, the conceptual model of the PATEN program was not yet available.

Even though the PATEN program is expected to improve the quality of public services by presenting services as close to the community as possible, the regulation has mandated decentralization of the authority to administer public services to sub-districts so that public services become more responsive to and present as a means for people to obtain services. For this reason, the PTSP/OSS institution must be able to carry out the mandate of the regulation immediately and so that the community also gets services from near, within their respective sub-districts, without the need to spend money to reach them. This condition also implies the problem of consistency in the implementation of regulations. If the mandates of the two regulations are made as a stimulus policy to operate OSS/PTSP, then functionally, the form is different from the practice in Denmark and Norway, namely co-habitation after integration, where OSS/PTSP is present as a form of service integration then co-habitation through sub-district offices. Spatially, the practical form is similar but not the same as the practice of integrative services in Sri Lanka.

Based on the factual condition of public services, in a limited way, the integrated service delivery phase can be further developed so that the philosophy of regional autonomy brings services to the community closer to reality while improving other quality dimensions. Therefore, the following conceptual recommendation model “Super Service Delivery” utilizes the regulations role of delegating the affairs of public services to the task of the district, as is the use of integration policy stimulus in several countries in developing integrative public services as follows (see Figure 3).



**Figure 3.** Super service delivery conceptual model as a frontline office that brings the public service closer

The development of the PTSP/OSS service network in the “Super Service Delivery” conceptual model was implemented through sub-district offices in all districts. PTSP/OSS service delivery played by and through the district offices in the conceptual model is a co-operation function similar to the cohabitation principle developed in various models in the various countries above (Askim et al., 2011). The services provided consist of two categories, namely, recording and transactions. Recording services are provided by PTSP staff who are seconded to the district office, while transaction services are handled by auxiliary staff from the regional banks. With this “Super Service Delivery” model, PTSP services based in the district center of the city continue to run, but focus on the customers of the closest community residents, in the city sub-district, whereas residents in remote

areas can obtain services at the nearest district offices. Subdistricts, in the context of this OSS model, are able to effectively and efficiently follow the trend of the spread of society to remote areas in the vast land and islands.

The difference in this conceptual model with the practice of integrative cohabitation service models in various countries mentioned above is that there is no need for an agreement between national and regional institutions, because the structural position of the sub-districts in this case is the subordinate district administration. Likewise with PTSP/OSS with regional banks, both are organic bodies and business entities formed by local governments so that what is needed to operate them is only an official order from the regional head (regent).

## CONCLUSION

### Aspects of the research findings

The conceptual model of “Super Service Delivery” is presented as a patron solution for the problems of community residents who complain of the emergence of the burden of transportation costs and even accommodation costs, when reaching services in One-Stop Integrated Service Offices (PTSP/OSS) based in district cities. This conceptual model gives “life” to a number of regulations that are “suspended animation” until now not implemented, especially those directly related to Permendagri No. 4 of 2010 concerning the Sub District Integrated Administrative Services Program (PATEN).

### Aspects of academic theory

Although it was modeled in a variety of different techniques, the conceptual model of “Super Service Delivery” actually has the same “spirit” as a number of practice models of service integration in various

parts of the world, namely driven by integration policy stimulus and implemented functionally through the cohabitation principle.

If it is framed into the order of the concept of service delivery gaps of SERVQUAL, the findings of this study will be an enriching aspect for facilities-infrastructure factors, coupled with technology job fit that accompanies the terminology of facilities, while Super Service Delivery accompanies infrastructure terminology.

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