

ABSTRAK

Penguatan pelayanan terpadu melalui pembentukan Mal Pelayanan Publik (MPP) merupakan salah satu agenda reformasi birokrasi di Indonesia untuk mewujudkan pelayanan publik yang lebih mudah diakses dan terintegrasi bagi masyarakat. Meskipun Kota Lhokseumawe menunjukkan kemajuan dalam reformasi birokrasi dan pelayanan publik, penyelenggaraan MPP di kota ini belum berjalan optimal, ditandai dengan belum tersedianya beberapa layanan instansi, keterbatasan sarana dan prasarana, koordinasi antarinstansi yang belum efektif, serta sebagian pelayanan yang masih dilakukan di kantor masing-masing sehingga belum sepenuhnya sesuai amanat Peraturan Wali Kota tentang penyelenggaraan MPP. Penelitian ini bertujuan untuk menganalisis strategi Pemerintah Kota Lhokseumawe dalam peningkatan layanan di MPP serta menilai sejauh mana strategi tersebut selaras dengan ketentuan Peraturan Wali Kota, dengan menggunakan *The Five C's Strategy Theory* sebagai kerangka analisis. Penelitian menggunakan pendekatan kualitatif dengan lokasi di MPP Kota Lhokseumawe; informan terdiri atas pejabat Pemerintah Kota, pengelola MPP, dan masyarakat pengguna layanan, dengan data dikumpulkan melalui wawancara, observasi, dan dokumentasi yang dianalisis secara deskriptif melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa strategi Pemerintah Kota Lhokseumawe pada dasarnya telah mengarah pada penguatan arah kebijakan, penetapan konsekuensi kinerja, orientasi yang lebih besar pada kebutuhan pengguna layanan, serta pengawasan dan pembinaan aparatur sesuai dimensi inti, konsekuensi, pelanggan, dan kontrol dalam *The Five C's Strategy Theor*, namun penguatan budaya pelayanan belum sepenuhnya terbangun, terlihat dari masih terbatasnya layanan yang benar-benar terpusat di MPP dan kecenderungan masyarakat mengakses layanan di kantor dinas teknis. Dengan demikian, meskipun strategi yang dijalankan telah mengacu pada Peraturan Wali Kota, implementasinya masih dibatasi oleh keterbatasan sumber daya manusia, pemenuhan sarana dan peralatan teknis, serta pola koordinasi yang belum konsisten, sehingga diperlukan penguatan konsistensi pelaksanaan regulasi, percepatan pemenuhan sarana dan SDM, serta pembenahan mekanisme koordinasi agar MPP benar-benar berfungsi sebagai pusat pelayanan terpadu yang efektif bagi masyarakat.

Kata kunci: Strategi pemerintah, Mal Pelayanan Publik, pelayanan publik, *Five C's Strategy Theory*, Peraturan Wali Kota

ABSTRACT

The strengthening of integrated services through the establishment of Public Service Malls (Mal Pelayanan Publik/MPP) constitutes one of Indonesia's bureaucratic reform agendas aimed at providing public services that are more accessible and integrated for citizens. Although Lhokseumawe City has shown progress in bureaucratic reform and public service delivery, the implementation of the MPP in this city has not yet run optimally, as indicated by the absence of several institutional services, limited facilities and infrastructure, ineffective inter-agency coordination, and the fact that some services are still provided at each agency's respective office, so that the MPP has not fully complied with the mandate of the Mayor Regulation on the implementation of the Public Service Mall. This study aims to analyse the strategies of the Lhokseumawe City Government in improving services at the MPP and to assess the extent to which these strategies are in line with the provisions of the Mayor Regulation, using the Five C's Strategy Theory as the analytical framework. The study employs a qualitative approach with the research site at the MPP of Lhokseumawe City; informants consist of city government officials, MPP management, and service users, with data collected through interviews, observation, and documentation, analysed descriptively through the stages of data reduction, data display, and conclusion drawing. The findings show that the strategies implemented by the Lhokseumawe City Government essentially cover the strengthening of policy direction, the arrangement of performance consequences, a stronger orientation towards service users, and the enhancement of supervision and guidance for public officials, in line with the core, consequences, customer, and control dimensions of the Five C's Strategy Theory; however, the cultural dimension has not yet been fully embedded, as reflected in the still limited number of services truly centralised at the MPP and the tendency of citizens to continue accessing services at technical agencies' offices. Thus, although the strategies adopted have been directed towards the requirements stipulated in the Mayor Regulation, their implementation remains constrained by limited human resources, the provision of technical facilities and equipment, and inconsistent coordination patterns, indicating the need to strengthen the consistent application of the regulation, accelerate the fulfilment of facilities and human resources, and improve coordination mechanisms so that the MPP can truly function as an effective one-stop service centre for the community.

Keywords: Government Strategy, Public Service Mall, Public Service, Mayor Regulation, Five C's Strategy Theory.