

## Implementation of *Dynamic Governance* in Improving Service Quality (Case Study: Palembang City Public Service Mall)

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### Article History

Received: 07-07-2026

Revised: 13-07-2026

Published: 30-07-2026

**Keywords:** *Dynamic Governance, Public Service Quality, Public Service Mall, Thinking Ahead, Thinking Again, Thinking Across*

### ABSTRACT

*Improving public service quality has become a key objective of bureaucratic reform, encouraging governments to adopt adaptive governance through the Dynamic Governance approach. This study aims to analyze the implementation of Dynamic Governance in improving service quality at the Public Service Mall (Mal Pelayanan Publik/MPP) of Palembang City and to identify the factors supporting its implementation. A qualitative descriptive approach was employed using interviews, observations, and documentation. Data were analyzed based on Neo and Chen's Dynamic Governance framework, consisting of Thinking Ahead, Thinking Again, and Thinking Across. The findings reveal that Dynamic Governance has contributed to service quality improvement through technology-based service innovation, continuous service evaluation, and strengthened inter-agency coordination and collaboration. However, challenges remain, including limited digital system integration, differences in institutional systems, and insufficient human resource capacity. Supporting factors include competent human resources, inter-agency collaboration, and a supportive regulatory framework. The study concludes that Dynamic Governance contributes to improving public service quality at the Palembang Public Service Mall, while further efforts are needed to strengthen digital transformation, service integration, and the capacity of public officials.*

### INTRODUCTION

Improving the quality of public services is a key agenda item in bureaucratic reforms across various countries, as part of efforts to achieve effective, efficient, transparent, and public-focused governance. Changing public expectations of government services require bureaucracies to not only perform administrative functions but also adapt to technological developments, social dynamics, and the complexity of public needs. In this context, governments are required to build responsive service systems through institutional innovation and strengthened inter-agency collaboration.

One form of public service innovation in Indonesia is the implementation of the Public Service Mall (MPP), an integrated service model that integrates various types of services from the central government, regional governments, state-owned enterprises, and other supporting institutions in one service location. The MPP aims to simplify bureaucratic procedures, increase service accessibility, reduce service times, and make it easier for the public to access various administrative services. This policy is part of the national bureaucratic reform oriented towards fast, easy, transparent, and integrated public services.

Various studies have shown that the implementation of Integrated Service Centers (MPP) can improve the quality of public services by simplifying procedures, increasing transparency, and strengthening inter-agency coordination. Integrated service centers are also considered capable of increasing public satisfaction, expanding access to services, and strengthening accountability in public service delivery. However, various studies have also identified a number of challenges that remain, including suboptimal digital system integration, differences in procedures between agencies, limited human resource competency, bureaucratic resistance to change, and weak institutional coordination. These conditions indicate that the success of MPP is determined not only by the provision of physical facilities, but also by the government's ability to manage change adaptively.

The government's ability to adapt to change is explained through the concept of *Dynamic Governance* developed by Neo and Chen (2007). This concept emphasizes that public organizations must have the ability to anticipate change ( *thinking ahead* ), conduct continuous evaluation and learning ( *thinking again* ), and build collaboration and adopt best practices from various organizations ( *thinking across* ). These three capabilities form the foundation for public organizations in producing policies and services that are adaptive to changes in the strategic environment while simultaneously meeting the evolving needs of society. Thus, *Dynamic Governance* is not only oriented towards policy change, but also towards increasing organizational capacity to create sustainable public service innovations.

The Palembang City Public Service Mall is one of the implementations of an integrated service policy that integrates dozens of service providers in one location. As a public service center, the Palembang City Public Service Mall plays a strategic role in supporting bureaucratic reform by simplifying service processes and improving the quality of services to the public. However, observations indicate that service implementation still faces various obstacles, including suboptimal integration of digital systems between agencies, lack of uniform service operational standards, limited utilization of service facilities, less than optimal outreach to the public, and the persistence of sectoral egos that cause the service process to be incompletely integrated. These conditions indicate that the implementation of public services still requires adaptive capabilities in dealing with organizational changes and evolving community needs.

Most previous research on Public Service Malls has focused more on service quality, public satisfaction, the effectiveness of policy implementation, and public service evaluation.

Research that comprehensively examines the implementation of *Dynamic Governance* , particularly through an analysis of the capabilities of *thinking ahead* , *thinking again* , and *thinking across* in the context of implementing Public Service Malls, is still relatively limited. Therefore, this study offers a different perspective by making the government's adaptive capabilities the primary focus in explaining improvements in the quality of public services.

Based on these conditions, this study aims to analyze the implementation of *Dynamic Governance* in improving the quality of services at the Palembang City Public Service Mall through the dimensions of *thinking ahead* , *thinking again* , and *thinking across* . In addition, this study also identifies factors that support the implementation of *Dynamic Governance* in the provision of public services. The results of the study are expected to contribute to the development of public administration studies, especially regarding adaptive governance ( *Dynamic Governance* ), as well as provide input for local governments in strengthening the transformation of public services that are more integrated, innovative, and oriented to community needs.

## RESEARCH METHODS

This study uses a qualitative approach with descriptive methods to analyze the implementation of *Dynamic Governance in improving service quality at the Public Service Mall (MPP) in Palembang City*. This approach was chosen because it can provide an in-depth understanding of the *Dynamic Governance* implementation process based on the experiences, perceptions, and interactions of the actors involved in public service delivery.

The research was conducted at the Palembang City Public Service Mall, with the analysis unit being a public service provider organization. Research informants were determined using a *purposive sampling technique* , including the Head of the Palembang City Investment and One-Stop Integrated Service Office (DPMPTSP), employees or service officers at the MPP, and the public as service users. Informant selection was based on their level of knowledge, experience, and direct involvement in service delivery at the MPP.

The research data was obtained through in-depth interviews, observations, and documentation studies of various supporting documents, such as regulations, performance reports, and public service delivery documents. Data analysis used the Miles and Huberman interactive model, which includes the stages of data collection, data reduction, data presentation, and conclusion drawing. The analysis focused on the three dimensions of *Dynamic Governance* according to Neo and Chen: *thinking ahead* , *thinking again* , and *thinking across* , as well as the factors that support their implementation in improving the quality of public services.

To ensure the validity of the data, the research applies source triangulation and method triangulation techniques through comparison of interview results, observations, and documentation so that the research findings have a level of credibility that can be accounted for.

## RESULTS AND DISCUSSION

### Overview of the Palembang City Public Service Mall

This research was conducted at the Palembang City Public Service Mall (MPP), managed by the Palembang City Investment and One-Stop Integrated Services Agency (DPMPTSP). The MPP is a public service center that integrates various types of services from central government agencies, local governments, State-Owned Enterprises (BUMN), Regionally-Owned Enterprises (BUMD), and other supporting institutions in one service location. The implementation of the MPP aims to realize fast, easy, affordable, safe, and convenient public services through the *one-stop service concept*.

As one of the metropolitan cities in South Sumatra Province, Palembang City has a high need for public services along with population growth and economic activity. The Palembang City MPP is one of the public service innovations that plays a role in simplifying administrative processes through the integration of various services, such as population administration, licensing, taxation, employment, immigration, banking, and other public services. These characteristics make the Palembang City MPP a relevant location to study the implementation of *Dynamic Governance*, especially in analyzing the government's ability to adapt through the dimensions of *thinking ahead*, *thinking again*, and *thinking across* in improving the quality of public services.

### Thinking Ahead

*Thinking ahead* is the ability of public organizations to anticipate environmental changes, predict community needs, and formulate adaptive, innovative, and sustainable service strategies. According to Neo and Chen (2007), this dimension emphasizes the importance of government capacity for strategic thinking so that the resulting policies not only solve current problems but also prepare organizations to face future public service challenges.

In the context of the Palembang City Public Service Mall (MPP), *thinking ahead* is reflected in various strategic planning efforts undertaken by the Palembang City Government and the Investment and One-Stop Integrated Services Agency (DPMPTSP) to improve the quality of public services. This planning is directed at developing integrated services, utilizing digital technology, and developing faster, more responsive, and community-oriented service strategies. Thus, *the thinking ahead dimension* serves as a foundation for driving the transformation of public services that are adaptive to environmental changes and community demands.

#### 1. Quality Improvement Strategy Planning

The strategy of integrating services in one location demonstrates the government's ability to anticipate the public's need for fast, easy, and efficient services. The Palembang City MPP integrates various services from central government agencies, local governments, state-owned enterprises (BUMN), regionally-owned enterprises (BUMD), and other supporting institutions into one

service center. This integration simplifies bureaucratic procedures, reduces service time and costs, and strengthens inter-agency coordination. These findings demonstrate a paradigm shift from sectoral services to integrated services ( *one-stop service* ) that are more collaborative and oriented to community needs.

In addition to service integration, the Palembang City Government is also developing a service digitalization strategy through an electronic queuing system, application-based administrative services, and the use of information technology in service processes. Digitalization demonstrates the government's readiness to face technological developments while addressing changes in public behavior that are increasingly dependent on digital services. Implementing this strategy improves service efficiency, accelerates administrative processes, and strengthens service transparency. However, research also found that the integration of information systems between agencies is not yet fully optimized, requiring the development of a more integrated digital infrastructure.

The implementation of *forward-thinking* is also evident in the provision of services and facilities that support public comfort, such as representative waiting rooms, facilities for people with disabilities, lactation rooms, children's playrooms, digital queuing systems, and other supporting facilities. The provision of these facilities demonstrates that the government is not only focused on administrative resolution but also on improving the user experience ( *user-oriented service* ). This approach reflects a shift in public service toward a more inclusive, humane, and responsive system that addresses community needs.

The success of this strategy is supported by human resource development through training, competency enhancement, monitoring, and the establishment of a service culture oriented towards public satisfaction. Service personnel are encouraged to improve their communication skills, mastery of information technology, and professionalism in service delivery. From a *Dynamic Governance perspective* , investing in the quality of human resources is a crucial prerequisite for public organizations to adapt to dynamic environmental changes.

Furthermore, the Palembang City MPP implements regular service evaluations through performance monitoring, public satisfaction surveys, complaint management, and refinement of service procedures. These evaluations serve as the basis for ongoing service improvements to ensure they remain relevant to evolving community needs. Evaluation results are also used to strengthen digital service systems, enhance inter-agency coordination, and improve overall service quality.

Research findings also indicate that all strategies are aimed at improving public satisfaction as the primary focus of public services. The shift in bureaucratic orientation from *government-oriented* to *citizen-oriented* is evident in the government's efforts to simplify procedures, expedite services, improve facility

comfort, and open up space for public participation through complaint mechanisms and satisfaction surveys. This situation demonstrates that the public is no longer positioned as the object of service, but rather as the center of public service delivery .

Overall, the research results show that *the thinking ahead dimension* has been implemented through various adaptive, innovative, and long-term strategies. The strategies of service integration, digitalization, facility development, increasing apparatus capacity, continuous evaluation, and focusing on public satisfaction reflect the Palembang City Government's ability to anticipate changing community needs while simultaneously supporting the realization of more effective, responsive, and sustainable public services. These findings align with Neo and Chen's *Dynamic Governance concept* , which emphasizes that public organizations capable of thinking ahead will be better prepared to face environmental changes through innovation and continuous learning.

## 2. Government's Ability to Meet Community Needs

The research results show that the Palembang City Government has implemented a *forward-thinking approach* through its ability to anticipate changing community needs in providing services at the Public Service Mall (MPP). This capability is realized through the development of adaptive service policies, the development of service innovations, the utilization of information technology, and the placement of personnel with competencies appropriate to their respective service areas. This step demonstrates that the government is not only focused on resolving existing problems but also strives to develop a service system capable of responding to evolving community needs.

The implementation of this strategy is supported by coordination between agencies within the MPP, allowing for faster and more integrated service needs to be addressed. The involvement of competent personnel in each service unit is a crucial factor in the formulation and implementation of service policies. This strengthens the organization's ability to respond to changing community needs while increasing the effectiveness of public service delivery.

The findings of this study align with the concept of *Dynamic Governance* proposed by Neo and Chen (2007), which states that public organizations must have the ability to think ahead by anticipating environmental changes, technological developments, and the dynamics of community needs. In the context of the Palembang City MPP, this ability is reflected in the development of more integrated, adaptive, and citizen -centered services . However, the study also found that optimizing digital system integration and increasing human resource capacity are still needed so that the government's anticipatory capabilities can run more effectively and sustainably.

## 3. Public Service Innovation

The research results show that the Palembang City Government has implemented a forward-thinking dimension through the development of various public service innovations at the Public Service Mall (MPP). These innovations were designed in response to changing public needs, which require fast, easy, transparent, and technology-based services. These findings demonstrate that the government is not only focused on solving current service challenges but also striving to build a service system that adapts to technological developments and public demands.

Based on the interview results, service innovations at the Palembang City MPP were developed by each agency in accordance with the service characteristics provided in the following table:

**Table 1. Public Service Innovation**

| Agency                                   | Forms of Innovation                                                        | Objective                                                             |
|------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Population and Civil Registration Office | AMPERA, THE JAGO, LAMBIDARO, GLADIATOR, HULUBALANG                         | Expanding access and accelerating population administration services. |
| Social Services                          | FAN, JANGKARU, DTKS Mandiri, Social Card Services                          | Facilitating access to social welfare services.                       |
| City Police Headquarters                 | <i>Super App</i> , SIM Services, Digital Police Certificates, Lost Reports | Digitalization and simplification of police services.                 |

*Source: Data obtained from each agency and processed by researchers*

These findings indicate that service innovation in the Palembang City MPP embodies the "thinking ahead" dimension, as proposed by Neo and Chen (2007). The government has demonstrated its ability to anticipate strategic environmental changes by designing more adaptive, collaborative, and technology-based services. The innovations developed aim not only to improve the efficiency of administrative processes but also to enhance the quality of the public experience as service users (*citizen-centered service*).

#### 4. The Role of Stakeholders in Policy Formulation

The research results show that the successful implementation of services at the Palembang City Public Service Mall (MPP) is supported by the collaboration of various stakeholders involved in the formulation and implementation of public service policies. From a Dynamic Governance perspective, cross-agency involvement reflects the government's ability to build adaptive, collaborative, and community-oriented governance. Policy formulation is not carried out sectorally, but through inter-agency coordination, enabling integrated service delivery.

Three agencies that played a strategic role in this research were the Population and Civil Registration Service (Disdukcapil), the Social Services Agency, and the Palembang City Police. Disdukcapil plays a role in developing population

administration service standards, data integration, digital service development, and streamlining service procedures. These roles are supported by the use of the Population Administration Information System (SIAK), electronic signatures, and improving staff competency, resulting in faster, more transparent, and more accessible population administration services.

Meanwhile, the Social Services Agency plays a role in providing social welfare services through the management of the Integrated Social Welfare Data (DTKS), services for vulnerable groups, and strengthening inclusive services. The involvement of the Social Services Agency demonstrates that services in the MPP are not solely administratively oriented but also consider social aspects, enabling the public to access various welfare services more easily through an integrated service mechanism.

Meanwhile, the Palembang Police Department has contributed to streamlining police administrative services through driver's license (SIM) renewals, police clearance certificates (SKCK), lost-time reports, and the development of digital services. The presence of police services at the MPP (Police Service Center) expands public access to administrative services while reducing the burden on the main police station. This demonstrates a transformation in service delivery toward a faster, more efficient, and more convenient system.

The collaboration between these three agencies reflects inter-institutional synergy in supporting integrated public services. Service integration, cross-sector coordination, the use of information technology, and bureaucratic simplification are factors that strengthen the effectiveness of MPP implementation. This finding aligns with the concept of *Dynamic Governance* proposed by Neo and Chen (2007), which states that public organizations need to build cross-sector collaboration to formulate policies that adapt to environmental changes and community needs.

However, research also found that the effectiveness of collaboration still faces several challenges, such as suboptimal integration of information systems between agencies, differences in work procedures, and coordination that needs to be continuously strengthened. Therefore, improving the interoperability of digital systems, strengthening inter-agency coordination, and developing human resource capacity are crucial steps to sustainably improve the quality of public services.

### **Thinking Again**

In the context of the Palembang City Public Service Mall, the "*thinking again*" dimension is reflected in the implementation of service monitoring and evaluation, the use of the Public Satisfaction Survey (SKM), the handling of public complaints, the evaluation of service performance, and the improvement of the service system based on the evaluation results and public input. These various efforts demonstrate the existence of an organizational



learning process *that* allows the government to continuously improve policies and services to realize more adaptive, responsive, and high-quality public services.

#### 1. Evaluation of Public Service Implementation

The research results show that the evaluation of public service implementation at the Palembang City Public Service Mall (MPP) is an implementation of the "thinking again" dimension in the Dynamic Governance theory. Neo and Chen (2007) explain that adaptive public organizations must be able to continuously reflect and evaluate their policies and service practices to ensure they remain relevant to changing community needs. At the Palembang City MPP, evaluation is conducted through monitoring service performance, measuring the Public Satisfaction Index (IKM), handling complaints, and reviewing the effectiveness of service innovations. This process serves as a basis for the government to identify service weaknesses and continuously improve policies.

Research findings indicate that several service constraints persist, such as long queues, staff absence during service hours, digital system disruptions, and suboptimal information delivery. These conditions are also reflected in public reviews on Google Maps, which gave the Palembang City MPP a 3.8 rating. In response to these inputs, the Palembang City DPMPTSP conducted an evaluation by strengthening the online complaint system, monitoring service units, refining the digital queue system, and enhancing consultation services. These efforts demonstrate that the government is not only providing services administratively, but also utilizing public feedback as an *organizational learning process* to improve service quality to be more adaptive, responsive, and oriented towards public satisfaction.

#### 2. Service System Improvement

The research results show that the improvement of the service system at the Palembang City Public Service Mall (MPP) is an implementation of *the thinking again dimension* in the *Dynamic Governance theory*. The evaluation results obtained through service monitoring, the Public Satisfaction Survey (SKM), complaints, and input from service users serve as the basis for the government in improving policies and service systems. The evaluation identified several major obstacles, including long service queues, suboptimal inter-agency coordination, lack of information regarding administrative requirements, and limited effectiveness of the digital service system. These findings indicate that the government utilizes the evaluation process as an *organizational learning mechanism* to continuously improve service quality.

As a follow-up, the DPMPTSP, along with agencies affiliated with the MPP, implemented various improvements, including strengthening the electronic queuing system, providing digital service information and consultations, simplifying administrative procedures, improving data integration, strengthening cross-agency coordination, and enhancing the competency of service personnel. Furthermore, the

Social Services Department developed more inclusive services for vulnerable groups, while the police simplified administrative processes through optimizing digital-based services. These efforts reflect the government's ability to reflect on evaluation results and adjust service systems to be more adaptive, responsive, and community-oriented, as emphasized in the "*thinking again*" concept by Neo and Chen (2007).

### 3. Handling Complaints and Input from the Public

Handling public complaints and input is an implementation of the Thinking Again dimension in *Dynamic Governance*, which emphasizes the importance of organizational evaluation and learning to continuously improve the quality of public services. At the Palembang City Public Service Mall (MPP), public complaints are seen as a source of information in evaluating service effectiveness and a basis for improving service policies and procedures. The handling mechanism is carried out through various channels, such as direct complaints, suggestion boxes, public satisfaction surveys, social media, and digital reviews. Research findings indicate that the most frequently submitted complaints relate to service queues, limited administrative information, inter-agency coordination, and the quality of interactions between service officers. These conditions encourage MPP managers and related agencies to conduct internal evaluations, strengthen cross-sector coordination, and develop consultation and complaint services as a form of response to public needs.

Based on the results of observations, interviews, and research documentation, the handling of public complaints at the Palembang City MPP is in the good category, with an estimated performance achievement of around 80%. This achievement is supported by the availability of various complaint channels, follow-up on complaints, the implementation of public satisfaction surveys, inter-agency coordination, and the use of digital technology in services. However, there are still several aspects that require improvement, especially in optimizing the delivery of service information, accelerating cross-agency coordination, and strengthening digital services. These findings indicate that the government does not only respond to public complaints administratively, but also utilizes them as an organizational learning process to produce more adaptive, responsive, and community-oriented public services, as emphasized in the Thinking Again dimension by Neo and Chen (2007).

### 4. Efforts to Continuously Improve Service Quality

Efforts to continuously improve service quality at the Palembang City Public Service Mall (MPP) demonstrate the implementation of the Thinking Again dimension in *Dynamic Governance*, namely the organization's ability to evaluate, reflect, and adjust the service system based on the dynamics of community needs. Interview results indicate that evaluations are conducted periodically through cross-agency coordination meetings, monitoring service achievements, evaluating service completion times, and collecting public input through satisfaction surveys, digital

media, and complaint services. The results of these evaluations serve as the basis for simplifying service flows, strengthening inter-unit coordination, optimizing electronic queuing systems, improving front office functions, and developing information technology-based services. This practice reflects the organization's ability to conduct continuous learning (organizational learning) as a basis for improving policies and adaptive public services in accordance with the concept of Dynamic Governance (Neo & Chen, 2007).

In addition to service system updates, service quality improvements are also carried out through digitizing administrative processes, strengthening human resource capacity, and optimizing public complaint handling mechanisms. Based on the results of internal evaluations, the level of public satisfaction with services is in the range of 80–88% , while approximately 75–85% of public complaints can be followed up according to service standards. These findings indicate that the ongoing evaluation process contributes to increasing service effectiveness, although improvements are still needed in the aspects of service integration and accelerating cross-agency coordination. Thus, the implementation of the Thinking Again dimension in the Palembang City MPP is reflected in the organization's ability to use evaluation results, public input, and organizational learning as the basis for continuous improvement of public services towards more adaptive, responsive, and public satisfaction-oriented services.

### **Thinking Across**

In the concept of *Dynamic Governance*, Thinking Across emphasizes the ability of public organizations to learn from experiences and best practices across organizations, sectors, and regions as a basis for policy development and public service innovation. This dimension demonstrates that adaptive organizations not only rely on internal learning but also adopt relevant knowledge, technology, and work patterns to improve service effectiveness. Therefore, the implementation of *Thinking Across* is reflected through inter-agency collaboration, knowledge exchange, and innovation adaptation that support the continuous improvement of public service quality (Neo & Chen, 2007).

#### **1. Cooperation between Agencies in Public Service Malls**

Inter-agency collaboration in the Palembang City Public Service Mall (MPP) is an implementation of the Thinking Across dimension in *Dynamic Governance* , which emphasizes the organization's ability to build collaboration, share knowledge, and integrate resources across institutions to improve the quality of public services (Neo & Chen, 2007). The results of the study indicate that the Palembang City MPP has integrated around 28–30 agencies with more than 200–373 types of services through a memorandum of understanding (MoU) mechanism, regular coordination meetings, service counter integration, procedure synchronization, and the provision of an integrated service system. This collaboration involves central government agencies,

local governments, state-owned enterprises (BUMN), regionally-owned enterprises (BUMD), vertical institutions, and the banking sector so that the public can access various administrative services in one location more quickly, easily, and efficiently.

The implementation of *Thinking Across* is also reflected in the development of collaboration-based service innovations, such as providing joint legal information services with the courts, developing MSME facilities through collaboration with the banking sector and business organizations, and strengthening cross-agency coordination in resolving service issues. This synergy has been proven to increase service effectiveness through bureaucratic simplification, accelerated coordination, and increased public satisfaction. However, research still finds several challenges, such as differences in service systems, limited digital integration, and sectoral egos between agencies. Therefore, strengthening coordination, harmonization of service standards, and integration of information systems need to be continuously developed so that inter-agency collaboration is more adaptive, sustainable, and able to support improvements in the quality of public services in accordance with the principles of *Dynamic Governance*.

## 2. Service coordination

From a Dynamic Governance perspective, inter-agency service coordination is an implementation of the Thinking Across dimension, namely the ability of public organizations to build synergy, communication, and integration across agencies to produce more adaptive, effective, and community-oriented services (Neo & Chen, 2007). The results of the study indicate that coordination at the Palembang City Public Service Mall (MPP) is carried out through regular coordination meetings, intensive communication between tenants, synchronization of service procedures, and the use of information technology to support data exchange and service completion. This mechanism allows approximately 28–30 agencies with more than 200 types of services to work in an integrated manner in one location so that the public obtains faster, easier, and more efficient services without having to visit various offices separately.

The research findings also indicate that cross-agency coordination has a positive impact on service effectiveness through bureaucratic simplification, accelerated administrative processes, increased ease of service access, and increased public satisfaction. However, several obstacles remain, such as differences in digital systems between agencies, changes in individual policies, and suboptimal service data integration. Therefore, ongoing evaluation and coordination are being conducted to align service standards, strengthen inter-agency communication, and improve system integration. These findings confirm that the implementation of *Thinking Across* in the Palembang City MPP has encouraged the creation of more collaborative, integrated, and adaptive public service governance to continuously improve service quality.

### 3. Comparative Study of Service Practices in Other Regions

From a Dynamic Governance perspective, comparative studies are an implementation of the Thinking Across dimension, emphasizing the ability of public organizations to learn from the experiences and best practices of other regions in improving service quality. The research results show that the Palembang City Public Service Mall (MPP) actively conducts comparative studies, working visits, and participates in national coordination forums facilitated by the Ministry of Administrative and Bureaucratic Reform (PANRB) to learn about service innovations from the MPP of Batam City, the DPMPTSP of Bogor City, the MPP of DKI Jakarta, the City of Surabaya, and Banyuwangi Regency. The learning focuses on digital service integration, queue management, strengthening inter-agency coordination, public complaint systems, and improving the quality of service facilities as a reference in developing public services in Palembang City.

The research findings show that the results of the comparative study did not stop at the learning stage, but were adapted into the Palembang City MPP service system through strengthening integrated information services, simplifying service flows, optimizing the electronic queuing system, improving coordination between tenants, and developing information technology-based services. Although the implementation still faces challenges in the form of differences in institutional capacity, community characteristics, and service systems between regions, the adaptation process was carried out according to local needs so that the innovations implemented were more relevant and sustainable. These findings confirm that the implementation of *Thinking Across* has encouraged cross-institutional learning, knowledge exchange, and the development of a more adaptive, integrated service system oriented towards improving the quality of public services.

### 4. Adapting Public Service Innovations from Other Agencies

From a Dynamic Governance perspective, service innovation adaptation is the implementation of the Thinking Across dimension, namely the organization's ability to learn, adopt, and adapt best practices from other agencies to improve the quality of public services. The results of the study show that the Palembang City Public Service Mall (MPP) conducted learning through comparative studies, national coordination forums, and cross-sector collaboration, including with the banking sector. The innovations adapted include an electronic queuing system, integrated information services, simplification of service flows, development of digital services, increased coordination between tenants, and the implementation of a service excellence culture that refers to banking sector service standards, such as integrated front office services, staff friendliness, service responsiveness, and increased comfort of public facilities.

Research findings indicate that the innovation was not implemented directly, but rather adapted to the institutional conditions and needs of the Palembang City

community, making it more relevant and sustainable. Adaptation of the innovation had a positive impact on increasing service effectiveness through ease of access, efficiency of service times, strengthening inter-agency coordination, and optimizing technology-based services. Furthermore, collaboration with the banking sector in providing transaction services, QRIS digital payments, and strengthening a culture of excellent service demonstrated a *cross-sector learning process* that supported increased apparatus professionalism and the quality of public services. These findings confirm that the implementation of *Thinking Across* has encouraged cross-institutional and cross-sectoral learning as a basis for developing more adaptive, integrated, and community-satisfaction-oriented public services.

## CONCLUSION AND SUGGESTIONS

The implementation of *Dynamic Governance* in improving the quality of public services at the Palembang City Public Service Mall (MPP) shows that this concept has been applied through three main capabilities, namely *thinking ahead*, *thinking again*, and *thinking across*. In the *thinking ahead dimension*, the Palembang City MPP has developed service innovations through service digitalization, electronic queuing systems, the provision of more representative service facilities, and strengthening service planning oriented to community needs. In the *thinking again dimension*, the organization implements continuous evaluation through performance monitoring, public satisfaction surveys, complaint management, and improving service procedures based on evaluation results. Meanwhile, the *thinking across dimension* is realized through cross-agency collaboration, integrated service coordination, learning from best practices from other regions, and adapting public service innovations to strengthen service quality.

Although implementation of *Dynamic Governance* has give contribution positive to improvement quality service public, research this also found a number of challenges that still exist need optimized, including integration inter-agency digital system that has not yet been implemented fully realized, difference procedures and standards service between tenants, as well as the need improvement competence source Power man in support transformation service based technology. Therefore that, success The implementation of *Dynamic Governance* in the MPP of Palembang City requires strengthening digitalization service, improvement capacity apparatus, strengthening coordination cross agencies, as well as optimization integration system service so that service public can ongoing in a way more effective, adaptive, sustainable, and satisfaction - oriented public.

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