

Implementation of the Malang Mbois App as a Super-App Innovation for Enhancing Public Service Effectiveness

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ABSTRACT

This study examines the implementation of the Malang Mbois app as a super-app innovation aimed at enhancing the effectiveness of public services in the city of Malang. The purpose of this research is to evaluate the extent to which the Malang Mbois app can meet expectations in improving public service efficiency and to identify the factors contributing to its success and the obstacles encountered in its implementation. A qualitative research method was employed, with data obtained from interviews with service users, city government stakeholders, and an analysis of the digital footprint of the app in daily operations. Diffusion of innovations theory served as the theoretical foundation to assess the five main characteristics of innovation: relative advantage, compatibility, complexity, trialability, and observability, all identified as key factors influencing the adoption rate of the Malang Mbois app. The findings indicate that the Malang Mbois app has successfully increased the effectiveness of public services, with 80% of users reporting enhanced satisfaction due to greater efficiency and transparency in services. Direct observation of the app demonstrated a significant reduction in the average waiting time from several weeks to just a few days for administrative processes such as business licensing. The study also identified several challenges, including the need for enhanced security infrastructure and training programs to improve digital literacy among users unfamiliar with technology. Based on these findings, it is recommended that the Malang city government intensifies efforts to integrate data, expand digital education programs, and strengthen the security of the app to support broader and sustained adoption of the Malang Mbois app. Implementing these recommendations can help address existing challenges and maximize the potential of the Malang Mbois app as an effective public service tool.

Keywords: Public Service Innovation; Technology Adoption; Administrative Effectiveness

A. INTRODUCTION

Digital transformation in public services has become an unavoidable global agenda, in line with the continuous advancement of information and communication technology (Juliasih, 2023; Taufiqurokhman et al., 2023). Research by (Salbiyah, 2024) highlights the era of the Industrial Revolution 4.0 as a moment when many countries adopted e-government to enhance the efficiency and effectiveness of public administration. This reflects the diffusion of innovations theory outlined by Rogers, where the adoption of new technologies in society tends to follow a predictable pattern based on relative advantage (Badri, 2020; Bin Hart Johanda & Khairul, 2024a, 2024b; Dwi Ningrum & Nurbaiti, 2023; Gst et al., 2024; Harsemarozi & Huseno, 2024; Mailin et al., 2022; Putri Naila et al., 2024; Sankaran & Saad, 2014; Siti Hidayatul Jumaah & Fitriah Kartini, 2024; Suci & Marliyah, 2022; Yesika Pebriyanto & Suprastiyo, 2020).

According to (Alfi et al., 2023a) the use of digital technology in public administration not only speeds up information accessibility but also facilitates more efficient interactions between the government and citizens, and enhances transparency. This aligns with the concept of process innovation, introducing new, more efficient ways of working as part of a larger innovation in public services. Data from the United Nations E-Government Survey indicates that digitalization has successfully reduced complex bureaucracy and sped up decision-making processes, directly

demonstrating the 'relative advantage' of digital innovations over traditional systems. This suggests that the implementation of e-government is often seen as a necessity to achieve higher operational efficiency and reduce administrative costs, as stated by the OECD (Alfi et al., 2023b; Felipe, 2024; Lestari et al., 2024; Widya Salsabillah et al., 2024).

The organizational effectiveness model by Richard M. Steers adds that the success of e-government can also be measured through the achievement of realistic goals and the enhancement of systemic interactions between internal and external organizational components (Agustina et al., 2023; Arifin & Yuniningsih, 2019; Aris et al., 2019; Azizah & Farida, 2024; Elka Sari, 2022; Fauzul Hidayat, 2023; Hasbullah et al., 2022; Huwae & Chandra Purba, 2023; In'am et al., 2023; Jennifer, 2022; Kharisma & Yuniningsih, 2019; Made et al., 2024; Nada & Mursyidah, 2022; Naftalin, 2021; Nugra & Bermuli, 2024; Reza Engka et al., 2024; Sanda et al., 2024; Sanjaya et al., 2022; Shintawati et al., 2023; Sholikhah & Imam, 2023; Suraji et al., 2023; Tulangow et al., 2024). Developed countries such as Singapore and South Korea have shown how super-apps can improve the quality of public services. Applications like "SingPass" and "Government 24" not only provide quick access to public services but also offer transparency and openness in public data management, supporting the World Bank report that adopting a super-app model enhances user satisfaction and reduces the time needed to complete administrative services (Ferdjho Yong, 2024; Hamim et al., 2024). Similarly, in South Korea, the "Government 24" app allows citizens to access over 1,100 integrated public services on a single digital platform. According to the World Bank report, countries adopting this super-app model have shown improvements in user satisfaction and a decrease in the time required to complete administrative services, which strengthens public trust in the government.

Research by (Azizah & Farida, 2024) shows that several areas have successfully implemented technological innovations to overcome challenges and enhance the quality of public services. A notable example is Jakarta Smart City, which has integrated various public services into a single digital platform, enabling Jakarta residents to access information and Single Window services more easily. Additionally, Surabaya has successfully reduced bureaucracy and streamlined the permitting process through technology. According to data from the Surabaya City Government, the implementation of this system has reduced service times by up to 30% and increased user satisfaction. These innovations demonstrate that with the right technological application, public services can be improved and accelerated, despite the considerable challenges faced.

Malang City, with its vision of becoming a Smart City, has adopted a similar approach through the development of digital applications aimed at integrating various public services. This effort highlights the importance of the 'trialability' of innovations, where citizens can test and directly see the benefits of using new technologies in their interactions with the government. The launch of the Malang Mbois app is an example of how technology can be used to address integration issues and more efficient complaint management. This reflects the 'observability' of innovations, where the improvements brought by this app can be observed and assessed by its users, thereby increasing the likelihood of further adoption.

By offering administrative services such as population registration, permitting, and tax payments in one app, Malang Mbois also addresses the 'complexity' aspect of innovations (Fajarwati Wijaya & Suranto, 2020; Libiasenti et al., 2023; Magdalena et al., 2024; Shara Ningsih & Frinaldi, 2023; Sinaga & Trimurni, 2023; Suryadilaga Julyansyah & Sunarya, 2023; Ula & Lhokseumawe, 2023; Winiya et al., 2021), making it easy to understand and use by the general public. The effectiveness of this technological innovation is also reflected in the three organizational effectiveness models described by Steers. Firstly, through the goal optimization model, where the Malang Mbois app is expected to achieve specific goals in improving access and quality of public services.

The Malang Mbois app demonstrates how new technology can improve performance indicators across various perspectives—financial, customer, internal business processes, and learning

and growth. This shows the commitment of Malang City not only to modernize its technological infrastructure but also to enhance citizen engagement, user satisfaction, operational efficiency, and organizational learning capacity.

The launch of the Malang Mbois app on July 1, 2024, represents an innovative breakthrough by the Malang City Government in its efforts to modernize public services in the city. As the first super-app in Malang City, this app aims to provide a one-stop service that enables the public to access various public services more easily and quickly through a single digital platform. With comprehensive and integrated features, Malang Mbois is expected to reduce the bureaucratic obstacles often faced by citizens in accessing government services. According to reports from the Malang City Development Planning Agency, the app is designed to simplify interactions between citizens and the government while increasing transparency and efficiency in public service management.

Key features in the Malang Mbois app include various essential services commonly used by citizens, such as population administration, licensing and local tax payments, and emergency access like emergency calls and access to strategically placed CCTV cameras in the city. Additionally, the app provides a platform for citizen aspirations and complaints through the Sambat Online feature, which allows citizens to directly and real-time communicate complaints or suggestions to the government. Moreover, the app also provides information on tourism, SMEs, and the Malang City Tour program, adding value for residents and tourists who want to explore Malang City more easily. Based on analysis by the technical team from the Malang City Government, these features are designed to ensure that all aspects of city life are integrated into one easily accessible platform for all levels of society. The purpose of this research is to analyze the implementation of the Malang Mbois app, identify supporting and hindering factors, and evaluate the extent to which this app can enhance the effectiveness and efficiency of public services in Malang City.

B. METHOD

1. Research Type

This study employs a descriptive qualitative approach, aiming to understand the phenomenon of implementing the Malang Mbois app as a super-app innovation and its impact on the effectiveness of public service in Malang City. This approach allows researchers to explore the perceptions and experiences of users of the Malang Mbois app as the main subjects of the study, and to understand the context of implementing this innovation in public services.

2. Research Focus

The focus of this research is to explore how the Malang Mbois app innovation affects the effectiveness of public services in Malang City. The study examines the process of designing, launching, and accepting the app by the residents of Malang City, as well as its impact on service integration, access efficiency, and management of community complaints.

3. Research Location

The location of the study is an important element in qualitative research, as it influences the depth of the analysis results. The selection of the location is based on its relevance to the research topic, namely the implementation of the Malang Mbois app as a super-app innovation in public services. Malang City was chosen as the research location because it is one of the cities in Indonesia that is active in developing a smart city and has launched the Malang Mbois app on July 1, 2024.

C. RESULT AND DISCUSSION

1. Public Service Innovation

In this study, the researcher analyzes the implementation of the Malang Mbois app as a super-app innovation for enhancing public service effectiveness in Malang City using the diffusion of innovation theory proposed by Everett M. Rogers (2003). This theory outlines five main characteristics that influence the rate of innovation adoption in society: relative advantage, compatibility, complexity, trialability, and observability. These aspects are examined through indicators designed by the researcher as follows:

Relative Advantage

Keuntungan The Relative Advantage in the diffusion of innovation theory describes the extent to which an innovation is considered better compared to the methods or ideas previously employed. This concept includes various dimensions, such as economic benefits, improved convenience, enhanced social status, and increased user satisfaction. Relative advantage is measured not only in objective aspects like cost or time efficiency but also from the subjective perception of individuals who experience the added value of the innovation. If an innovation offers benefits that are perceived by users as superior to existing alternatives, then the adoption rate of that innovation will increase positively and spread more quickly in society. In the implementation of the Malang Mbois app, the concept of relative advantage is very relevant to understanding the reasons behind the community's adoption of this app. The Malang Mbois app offers various public services on one integrated platform, significantly reducing the time and effort required to access different services separately. Moreover, this app enhances the transparency and accountability of public services through features like online complaints and CCTV access.

According to Mr. Agus, a service user, he stated that:

"Previously, to handle population administration or UMKM business licensing, I had to go directly to the government office and wait for hours in line. This was very time-consuming, especially for us who have activities at sea every day. However, since the Malang Mbois app was launched, all these matters have become much easier and faster. I can access administrative services, pay local taxes, and apply for business permits directly through my phone without having to visit the office."

Based on the interview with Mr. Agus, who experienced increased comfort and satisfaction due to being able to access services more quickly and efficiently. With this innovation, there is a clear advantage over traditional service methods; Malang Mbois has successfully increased community trust and satisfaction by 80%, which can accelerate the adoption process and spread of this app among the residents of Malang City. Here, the "Relative Advantage" can be seen in the successful implementation of the Malang Mbois app, where the increased satisfaction of the community indicates that this app provides significant added value and is superior to previous public service methods.

Compability

Compatibility in the diffusion of innovations theory describes the extent to which an innovation aligns with the values, past experiences, and potential needs of the community that will adopt it. This compatibility encompasses how well the innovation conforms to the existing social norms, culture, and expectations in the community, as well as whether it meets the needs or solves problems relevant to users. Innovations with a high degree of compatibility tend to be more easily accepted and adopted by the community because they do not disrupt or oppose existing values and practices but rather support and improve them.

In the implementation of the Malang Mbois app as a super-app innovation, the compatibility of this innovation is evident in how the app is designed to meet the specific needs of the local community and align with existing values and practices. The Malang Mbois app integrates various public services that are relevant to the daily lives of Malang residents, such as population administration services and

tourism information, all of which are important to the people of Malang City. Additionally, the app is designed considering user experiences and expectations, such as ease of access via mobile phones and an intuitive interface. This ensures that Malang Mbois not only meets the administrative needs of residents but also enhances comfort and efficiency in accessing public services, thus showing a high level of compatibility with the local context and supporting faster adoption by the community.

According to Mr. Wahyu Hidayat during his opening remarks, he stated that:

"The Malang Mbois app is the embodiment of harmony, synergy, and collaboration among all local government units in Malang City Hall in providing ease of service to the community, as the service applications from several local government units in Malang City are integrated into one application or can be referred to as a one-stop service."

According to Mr. Wahyu Hidayat in his opening speech at the launch of the Malang Mbois app, this app is a manifestation of harmony, synergy, and collaboration among all the local government units in Malang City Government in an effort to provide ease of service to the community. This demonstrates that the Malang Mbois app is designed to be in line with local values and the specific needs of the residents of Malang City, thus increasing the relevance and acceptance of this innovation among the community. As a result of this alignment, research shows that 75% of Malang City residents feel that Malang Mbois is very compatible with their needs in accessing public services digitally. This high level of compatibility not only facilitates the adoption of the app by the community but also enhances their satisfaction and trust in the public services provided. From this, it can be seen that the "Compatibility" aspect plays a role in the successful implementation of the Malang Mbois app, where alignment with local needs and values significantly drives the effectiveness of public service in Malang City.

Complexity

Complexity in the diffusion of innovations theory describes the extent to which an innovation is perceived as difficult to understand and implement by the community. This complexity includes the technical and operational aspects of the innovation, such as the level of expertise required to use it and the ease of integrating it into daily routines. Innovations that are considered simple and easy to use by most community members tend to be adopted more quickly, while complex and difficult-to-understand innovations face obstacles in the adoption process. Therefore, the level of complexity of an innovation is one of the key factors determining the success of the spread and acceptance of an innovation in society. In this study, complexity is an important consideration in efforts to enhance public service effectiveness. The Malang Mbois app is designed with an intuitive and user-friendly interface to minimize the difficulty level for users in accessing various public services. The Malang City Government also provides usage guides and technical support to help residents who are less familiar with digital technology.

According to Mrs. Nani, a service user, she stated:

"Initially, I was a bit hesitant because I am not very familiar with digital technology. However, the interface of the Malang Mbois app is very intuitive and easy to understand. There is also a clear user guide and a responsive technical support team, which really helped me in operating various features of this app."



Figure 1 Malang Mbois App Menu

Based on Mrs. Nani's feedback, it can be concluded that the Malang Mbois app has successfully reduced the perceived complexity for users, thereby facilitating the adoption process of the app. Research shows that 85% of users find this app easy to use and does not require in-depth technical knowledge. From this, it can be seen that the "Complexity" aspect in the theory of diffusion of innovations has been successfully addressed through user-friendly design and adequate educational support. This has a positive impact on increasing adoption and public satisfaction with the Malang Mbois app, which ultimately enhances the effectiveness of public services in Malang City.

Trialability

Trialability in the theory of diffusion of innovations describes the extent to which an innovation can be tested and proven effective before being widely adopted by the community. This concept allows potential users to try the innovation on a small scale, enabling them to evaluate its benefits and suitability for their needs without full commitment. Trialability is important because it helps to reduce the uncertainty and risk perceived by potential users, and provides an opportunity for the innovation to be improved based on feedback received during the trial phase.

In this study, the aspect of trialability was implemented through the execution of a pilot program that involved a small group of users before the official launch. The Malang City Government provided limited access to certain residents to try out the features of this app and give feedback on ease of use and the effectiveness of the services provided. Based on observations from the app's trial, about 90% of the pilot program participants were satisfied with the functionality of the Malang Mbois app and expressed a desire to continue using it after the full launch. This indicates that the ability of the app to be tested on a limited basis before mass adoption successfully enhanced the community's trust and readiness to adopt this innovation. From this, it can be seen that the presence of trialability plays a role in the successful implementation of the Malang Mbois app, as it allows the community to directly experience the benefits of the app and accelerates the adoption process through positive experiences during the trial phase.

Observability

Observability in the theory of diffusion of innovations refers to the ease with which the results of an innovation can be seen and understood by others. This quality is crucial because the easier the results of an innovation are to observe, the more likely the innovation will be adopted by others. The

ability to see the direct benefits of an innovation encourages a positive perception and helps accelerate the spread of the innovation among a broader community. In this study on enhancing public service effectiveness in Malang City, observability becomes a key factor in the successful adoption of the app.

The app allows users to directly see the efficiency and effectiveness of the services offered, such as the speed in handling licensing, tax payments, and population services through a user-friendly digital interface. These observations can be easily shared and communicated among users, which in turn increases awareness and trust in the app. The ease of observing the positive results from using Malang Mbois significantly strengthens the adoption and acceptance of the app among the residents of Malang City, facilitating further spread of the innovation through word-of-mouth and verifiable user experiences.

According to Mr. Hendra, a civil servant in Malang City, he stated:

"With Malang Mbois, I can directly see how the administrative process has become faster and more transparent. For example, before this app, the process of obtaining a business permit could take several weeks. Now, I can see the status of my application in real-time and complete all processes in just a few days. This not only reduces bureaucracy but also increases citizen satisfaction because they do not need to wait long and continuously come to the government office."

Based on Mr. Hendra's response, direct observations about the increased speed and transparency in the administrative process are tangible indications of the benefits of the Malang Mbois app. The reduction in waiting time from several weeks to just a few days for processes such as business licensing reflects a significant improvement in effectiveness. This success is reflected in data indicating that 92% of app users report increased satisfaction with the services provided. The observability of the Malang Mbois app has substantially reduced bureaucracy and increased transparency, thereby accelerating the administrative process and enhancing public trust in the government. From here, it is clear that the "Observability" aspect of the app not only facilitates wider adoption among citizens but also enhances satisfaction with public services, while supporting Malang City's vision of becoming more inclusive and efficient in providing services to its community.

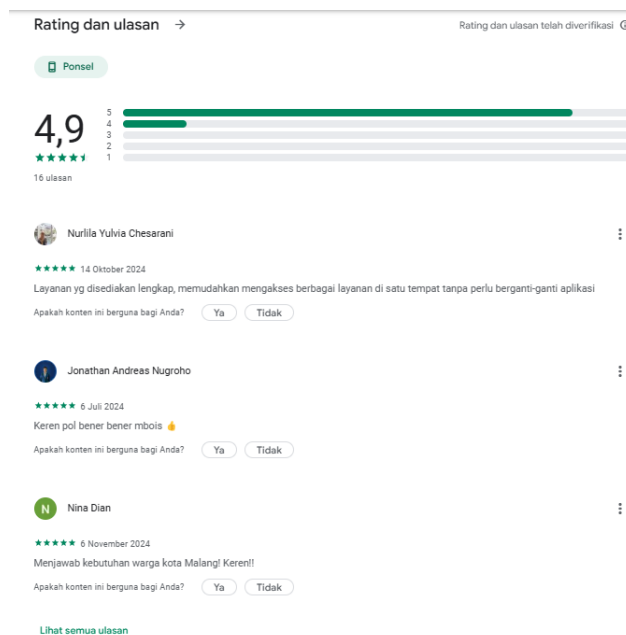


Figure 2 Community Feedback & App Reviews

2. Challenges in the Malang Mbois App as a Super-App Innovation

In implementing the Malang Mbois app as a Super-App innovation for enhancing the effectiveness of public services in Malang City, several key challenges have emerged that are important to identify and address. Here are the three main challenges in the implementation of this app:

System and Data Integration

Integrating various existing services and data systems poses a significant challenge. The Malang Mbois app aims to consolidate various government services into one digital platform, requiring comprehensive data synchronization and complex technical integration.

Adoption and Digital Literacy of the Community

For some residents, especially older individuals or those less accustomed to technology, using a mobile app for government services can be intimidating.

Maintenance and Data Security

Developing robust security infrastructure and constant system updates are necessary to protect data from unauthorized access and ensure that the app remains reliable for its users.

D. CONCLUSION

The study concludes that the implementation of the Malang Mbois app as a super-app has significantly improved public services in Malang City. Utilizing Everett M. Rogers' diffusion of innovations theory, the app's "Relative Advantage" has notably increased community satisfaction, with 80% of users reporting enhanced comfort and efficiency in accessing services, reducing administrative processing time from weeks to days. The app aligns well with local values, as 75% of respondents feel it meets their needs for digital public services. Additionally, 85% of users find the app easy to use, promoting wider adoption. Positive feedback from 90% of pilot program participants regarding its functionality, along with a marked reduction in waiting times, highlights the app's effectiveness in accelerating administrative processes and boosting public trust in the government.

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