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Analysis of Administrative Services for the Main Stadium Ring Road (A Case Study at the Management Center of the Gelora Bung Karno Complex)

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Abstract: This study aims to analyze the administrative services for retail area reservations at the Ringroad of the Main Stadium, Gelora Bung Karno Complex Management Center (PPKGBK), and to identify the obstacles affecting their implementation. This study employed a qualitative approach using a case study design. Data were collected through observations, interviews with five key informants, and documentation, and were analyzed using the interactive analysis model, which consists of data reduction, data display, and conclusion drawing.The findings indicate that the administrative service process has been carried out through document verification, administrative requirements checking, and coordination among related units. However, its implementation has not been fully optimized because there is no specific administrative mechanism governing retail area reservations. As a result, the reservation process still requires a relatively long time and affects the effectiveness of the administrative service process.This study recommends establishing a specific administrative mechanism for retail area reservations, strengthening inter-unit coordination, improving the dissemination of administrative procedures to retail area users, and standardizing the administrative process to ensure that administrative services are delivered more effectively, systematically, and in a well-coordinated manner.

Keywords: Administrative Services; Administrative Procedures; Public Service

BACKGROUND

The management of public facilities fundamentally requires a systematic and well-organized administrative system, encompassing planning, organizing, implementation, and supervision

as the foundation for effective operational management (Rahayu et al., 2022). Effective administrative services contribute to maintaining security through established procedures and staff supervision, ensuring order through well-managed service processes, and enhancing user convenience by providing clear information and responsive services. Therefore, the quality of the administrative process is a crucial factor in delivering effective, orderly, and user-oriented public services (Azizah et al., 2024).

The Ringroad Area of the Main Stadium is one of the strategic areas within the Gelora Bung Karno Complex Management Center (PPKGBK), serving as a primary pedestrian pathway, a retail business area, and an access point for official guests and event organizers. The high intensity of activities in this area requires a service system supported by a clear administrative process (Hidayatullah, 2024), as mandated by Law of the Republic of Indonesia No. 25 of 2009 on Public Services, which emphasizes that public services must be delivered professionally, transparently, and accountably. Weak coordination and unclear task distribution in administrative implementation may create service barriers that affect the security, orderliness, and convenience of area users (Lutfia & Indartuti, 2022).

Previous studies have shown that every user has the right to receive fair and non-discriminatory services in accordance with the service standards established by the management (Irgi Saeful Rizky et al., 2024). Furthermore, administrative procedures in the reservation and licensing processes remain one of the major challenges in achieving high-quality public services (Tasya Dewi et al., 2024). When administrative functions operate effectively as a supporting instrument for service delivery, they play a strategic role in ensuring service certainty, guaranteeing fairness for service users, and maintaining service sustainability. Conversely, ineffective administrative processes may negatively affect the overall quality of services, including security, convenience, and user satisfaction (Mubarak et al., 2026).

Based on these conditions, this study focuses on administrative services. Using a qualitative approach through observation, interviews, and documentation, this study analyzes how administrative services should function as a control mechanism for area utilization while providing recommendations to improve service quality, strengthen administrative processes, and enhance the satisfaction of both service users and tenants.

Based on the background described above, the research questions are as follows:

1. How fast is the administrative service process for retail area reservations at the Ringroad Area of the Main Stadium, PPKGBK, from application submission to approval?
2. How are the administrative procedures for retail area reservations implemented, and have all stages been carried out through proper administrative processes?
3. How do the management staff provide administrative services to retail area users, and what are the impacts on supervision, security, and cleanliness?

In line with these research questions, this study aims to describe the speed of administrative services, analyze the implementation of administrative procedures, and examine the service attitude of the management staff in providing administrative services at the Ringroad Area of the Main Stadium, Gelora Bung Karno Complex Management Center (PPKGBK). service attitude in the Ringroad Area of the Main Stadium PPKGBK.

THEORETICAL FRAMEWORK

Service can be understood as a series of planned and coordinated activities, from service planning and procedure setting to inter-unit coordination and evaluation, aimed at meeting user needs and achieving optimal satisfaction (Marwiyah, 2023). Administrative service, more specifically, is the set of activities undertaken by an organization to meet public needs in accordance with prevailing regulations, particularly those related to document management, data recording, and other administrative processes (Mursyidah, 2020); it covers letter issuance, filing, data verification, and the provision of accurate and orderly administrative information, and demands accuracy, precision, and procedural compliance to create administrative order and certainty for every party served.

The quality of administrative service can be assessed through several indicators: the speed of service, the accuracy of procedure, and the attitude of service staff, alongside ease of access to service (Adelia et al., 2025). Speed of service reflects the ability of staff or the institution to provide administrative service quickly, precisely, and within the set time frame; it shapes users' impressions of timeliness and professionalism and reduces waiting time in the administrative process. Accuracy of procedure refers to the conformity of service implementation with

applicable rules and provisions; clear, standardized procedures create an orderly, easily understood administrative process, reduce clerical error, and give certainty about the flow of service (Telaumbanua et al., 2024). The attitude of service staff concerns the behavior and ethics of officers in delivering administrative service; a friendly, polite, and respectful attitude fosters good communication and supports the smoothness of service, while ease of access ensures clarity of information and available support facilities so that users can obtain the service they need (Haris et al., 2024).

Service procedure functions as a guideline to ensure that every activity runs effectively, efficiently, and in accordance with established provisions; it creates uniformity in implementation, minimizes error, and provides certainty for both users and service providers (Rozaili et al., 2024). Within the context of retail area reservation, procedure typically proceeds through several stages: examination and verification of administrative documents to ensure the validity and completeness of submitted data before a request is processed further; coordination with relevant units, particularly security and cleanliness divisions, to reduce the negative effects of task specialization and to synchronize readiness before an activity takes place; and the implementation and supervision of activities themselves, which allow the service to be planned, executed, monitored, and evaluated on a continuous basis. Taken together, these indicators and procedural stages form the analytical framework used to examine the administrative service for retail area reservations at the Ringroad of the Main Stadium PPKGBK.

METHOD

This study uses a qualitative approach with a case study design, aimed at obtaining an in-depth and comprehensive understanding of the phenomenon under study without experimental manipulation, with the researcher acting as the main instrument (Syahrizal & Jailani, 2023). Data were collected through triangulation of observation, interviews, and documentation, and analyzed inductively, emphasizing meaning rather than generalization. The research was conducted at the Gelora Bung Karno Complex Management Center (PPKGBK), Central Jakarta, from September 2025 through the report-writing stage in early 2026, focusing on the process of ordering or leasing retail areas along the Ringroad of the Main Stadium.

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Participants were selected using purposive sampling, a technique in which informants are chosen deliberately based on criteria relevant to the focus of the research (Mushofa et al., 2024). Five informants were involved, as summarized in Table 1.

No	Informant	Position	Tenure	Note
1	A	Head	22 years	Key informant
2	B	Staff	9 years	Informant
3	C	Staff	13 years	Informant
4	D	Staff	13 years	Informant
5	E	Staff	1 year	Informant

Table 1. Research Informants

Source: Data processed by the researcher (2026)

These informants were chosen for their direct involvement in the administrative process, from receiving applications and managing documents to coordinating service, overseeing field operations, and experiencing the service as end users. Primary data were obtained through semi-structured, face-to-face interviews built around three indicators, namely speed of service, accuracy of procedure, and staff attitude; through participatory observation of the reservation and coordination process in the field; and through documentation, including administrative archives, activity records, and photographs. Secondary data were drawn from PPKGBK's internal reports, event organizers' activity records, and area-management policy documents.

To ensure the validity of the data, the study applied theoretical triangulation, comparing findings against relevant theory, and source and method triangulation, cross-checking interview, observation, and documentation results (Syahran, 2020). Data analysis followed the interactive model of data collection, reduction, presentation, and conclusion drawing and verification, in which conclusions are treated as provisional until supported by sufficiently strong and consistent evidence.

RESULT

Speed of Administrative Service

The results of observations and interviews indicate that the management has made efforts to process every area reservation request promptly, provided that all administrative requirements have been fulfilled. However, each application still requires additional coordination with the Head of the Main Stadium Unit, the Security Division, the Cleaning Division, and other relevant units before a final decision can be made.

Accuracy of Administrative Procedure

For commercial area rentals, administrative procedures have been clearly established, beginning with document verification, administrative validation, preparation of the approval letter, issuance of the rental fee invoice, and issuance of the permit letter before the activity is carried out.

Meanwhile, the service process for retail area reservations generally follows the same mechanism, particularly because non-commercial activities are exempt from rental fees. However, its implementation still requires several adjustments. Consequently, each application is processed by adapting the commercial area rental mechanism, requiring additional coordination with the Head of the Main Stadium Unit and other related units before approval can be granted.

Attitude of Service Staff

Based on the interview findings, the administrative staff demonstrated a friendly, courteous, responsive, communicative, and professional attitude. They provided explanations regarding administrative requirements, service procedures, and the progress of the application process to service users, although the administrative mechanism for retail area reservations is still being refined.

Based on the observations and documentation, the administrative process for commercial area rentals begins with the submission of an application by the tenant along with the required supporting documents. The administrative staff then examines the completeness of the submitted documents. If any documents are incomplete, the application is returned to the applicant for completion. Once all documents have been verified, the staff conducts administrative verification, checks the availability of the requested area, and calculates the rental fee. The application is subsequently submitted to the Head of the Main Stadium Unit for approval. After approval is granted, an approval letter and a rental fee invoice are issued. Once

payment has been confirmed, the service management staff records the activity in the monitoring and reminder system and forwards the information to the marketing division. Finally, the operational management staff supervises the implementation of the activity on-site until it is completed.

DISCUSSION

Service speed is one of the key indicators in evaluating the effectiveness of administrative services because it reflects an institution's ability to provide services promptly and accurately to service users. The findings indicate that the staff at the Ringroad Area of the Main Stadium, PPKGBK, have carried out their responsibilities by receiving applications, examining administrative requirements, verifying documents, and coordinating with relevant units.

These findings are consistent with the study conducted by Pangkae and Bernardianto (2026), which states that the effectiveness of administrative services is influenced by the clarity of service mechanisms, inter-unit coordination, and the duration of administrative processes. Furthermore, Lutfia and Indartuti (2022) explain that service speed and procedural certainty are essential components in achieving high-quality public services. Clear procedures and effective coordination among related units contribute to faster, more effective, and more efficient administrative services.

Accuracy of Administrative Procedures

Procedural accuracy is an essential element in ensuring orderly administrative services, as it minimizes errors and provides certainty for service users. The findings reveal that the administrative procedures for commercial area rentals at PPKGBK have been well established and systematically implemented.

These findings support the opinion of Rozaili et al. (2024), who argue that clear service procedures serve as the primary guideline for delivering effective administrative services. Therefore, it is necessary to establish a dedicated administrative mechanism, application forms, and coordination procedures specifically designed for retail area reservation services.

Service Attitude of Administrative Staff, The service attitude of administrative staff is an important factor in supporting the effectiveness of administrative services because it facilitates effective communication with service users. The findings indicate that the staff at the Ringroad Area of the Main Stadium, PPKGBK, have provided services in a friendly, courteous, responsive, communicative, and professional manner. They have also made efforts to explain administrative requirements, service procedures, and the progress of the administrative process to service users.

These findings are consistent with the study by Adityo et al. (2022), which states that a positive service attitude is an important factor in the successful delivery of administrative services. Niswaty et al. (2022) also explain that communicative staff attitudes can enhance users' trust and support the smooth implementation of administrative services. Nevertheless, the absence of a specific administrative mechanism for retail area reservations means that staff are still unable to provide certainty regarding service completion times. Therefore, in addition to maintaining a positive service attitude, it is necessary to conduct regular socialization of the administrative mechanism for retail area reservations to service users so that the administrative process can be implemented more clearly, systematically, and in a well-coordinated manner.

CONCLUSION

CONCLUSION

The administrative service for retail area reservations at the Ringroad of the Main Stadium, Gelora Bung Karno Complex Management Center (PPKGBK), has generally been carried out in accordance with the duties and responsibilities of each staff member through requirement verification, document validation, preparation of approval letters, issuance of rental invoices and permits, and coordination of activity implementation.

The administrative service procedures have generally referred to the applicable regulations for area leasing. However, there is still no specific administrative mechanism, application form, or administrative document governing retail area reservations. As a result, every application is still processed by adapting the existing area leasing mechanism. The service attitude of the staff has demonstrated friendly, polite, responsive, communicative, and professional behavior. Staff members strive to provide clear information regarding administrative requirements, service procedures, and the progress of the application process to service users.

The findings of this study indicate that establishing a dedicated administrative mechanism, providing standardized application forms, and developing a clear coordination workflow for retail area reservations are essential to improving the speed, orderliness, and certainty of administrative services. In addition, strengthening inter-unit coordination and conducting more consistent socialization of administrative procedures for tenants and event organizers are expected to enhance supervision, security, and cleanliness within the Ringroad Area of the Main Stadium PPKGBK. Future research is recommended to employ quantitative or mixed-methods approaches to measure user satisfaction and to further examine the development of a Standard Operating Procedure (SOP) specifically for retail area reservations.

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