

## PUBLIC SERVICES MAL IN REALIZING BUREAUCRACY REFORM (CASE STUDY: PUBLIC SERVICES MAL IN PADANG CITY)

Ratih<sup>1)\*</sup>, Roni Ekha Putera<sup>2</sup>, Hendri Koeswara<sup>3</sup>

<sup>1</sup>Department Of Public Administration, Faculty Social Science and Political Science,  
Universitas Andalas, Indonesia  
*merlindoratih@gmail.com*

<sup>2</sup>Department Of Public Administration, Faculty Social Science and Political Science,  
Universitas Andalas, Indonesia  
*roniekhaputera@soc.unand.ac.id*

<sup>3</sup>Department Of Public Administration, Faculty Social Science and Political Science,  
Universitas Andalas, Indonesia  
*hendrikoeswara@soc.unand.ac.id*

### ABSTRACT

This study aims to analyze the implementation of MPP in Padang City from the perspective of New Public Service (NPS), using four variables of public service motivation proposed by Perry and Wise. Public service motivation encompasses beliefs, values, and attitudes that transcend personal and organizational interests, driving employees to provide optimal service. This study employs a qualitative case study method with data collection techniques including observation, interviews, and documentation. The results indicate that while the public has begun to enjoy services at the MPP in Padang City, its implementation still faces challenges. In the early stages of policy implementation, only five agencies opened services at the MPP, and to date, some services are not yet fully in line with the established regulations. Analysis using the Public Service Motivation (PSM) theory reveals that the implementation of the MPP has not been effective and efficient, especially in terms of the commitment of the implementers. This is marked by limitations in human resources, budget, and facilities available at the MPP in Padang City. Based on these findings, it is recommended that the DPMPSTP of Padang City increase the number and quality of human resources, budget allocation, and facilities to support the sustainability of services. Additionally, services at the MPP should be designed to be more adaptive to pandemic conditions to ensure that public services can continue to operate optimally.

**Keywords:** *New Public Service, MPP, Public Service Motivation*

### INTRODUCTION

The changing position of the community, which has become citizens, means that public service providers no longer view the community as consumers, but rather that the community also has a role to play in every decision-making process. According to Rasyid in Hardiansyah (2018), the concept of public service can be interpreted as the provision of services to the community that has an interest in the organization in accordance with the basic rules and procedures that have been established. Community participation in every decision-making process encourages public service providers to be more responsive. Several previous studies have found that the current public services in Indonesia are not in line with expectations, resulting in the deterioration of the overall social order (Sugiarto, 2024). It has been noted



that in Indonesia, public complaints about public services continue to increase every year (Trimurti, 2017). The main indicator that public service providers are responsive to the community is the emergence of service innovation. According to Rosenfeld in Sutarno (2012), innovation is the transformation of knowledge into new products, processes, and services as an action of using something new. To realize public service innovation in Indonesia, there has been development in public services, also known as bureaucratic reform. According to Julianlara in Nanang (2017), bureaucratic reform is essentially an effort carried out through fundamental updates and changes to the government administrative system, particularly regarding institutional aspects (organization), management (business processes), and human resources. Meanwhile, according to Kridawati in Nanang (2017), bureaucratic reform is also a struggle to uphold the law and constitution, bring about better changes in morality, customs, and service delivery to achieve good governance. With the issuance of Law Number 25 of 2009 on Public Services, which regulates all activities in the context of meeting public needs, following applicable legal provisions. To implement this Law, the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia (MENPAN-RB) has issued Regulation No. 23 of 2017 on the Implementation of Public Service Centers as a breakthrough and innovation to achieve superior service.

The Public Service Mall is a more advanced form of one-stop service, as well as an integrated one-stop service. The Public Service Center (MPP) is a place to carry out public service activities, both goods and services, in one location to provide fast, easy, and accountable services. According to the Minister of State Apparatus Empowerment and Bureaucratic Reform, the establishment of the MPP represents bureaucratic reform in Indonesia, serving as a new paradigm for integrated services. The existence of the MPP as a bureaucratic reform aligns with Prasjo's (2008) statement, which explains that reform must address at least three aspects: public administration, politics, and law. When these three aspects are achieved, the economic aspect will be successfully implemented. The Minister of State for Apparatus Reform and Bureaucracy also stated that the MPP concept was born out of President Joko Widodo's key focus in the National Mental Revolution Movement, specifically the Indonesian Service Movement. Therefore, the MPP concept emerged as a transformation of public services through digitalization and the integration of services. Following up on policies related to the implementation of MPP in Indonesia, the Minister of State Apparatus Reform and Bureaucracy issued several important regulations to support its implementation. One of these is Regulation Number 11 of 2018 on the Determination of MPP Implementation Locations, which serves as the basis for establishing 29 MPPs across various regions in Indonesia. The primary objective of this regulation is to enhance Indonesia's Ease of Doing Business (EODB) score through more integrated and efficient services. Additionally, the Minister of State Apparatus Empowerment and Bureaucratic Reform also issued Ministerial Regulation No. 92 of 2021 on Technical Guidelines for the Implementation of Public Service Centers. This regulation provides operational guidelines for local governments in establishing and managing MPPs, including governance, service standards, and the integration of various types of services into a single location.

Padang is the 11th city to implement a Public Service Mall (MPP) and the first city in West Sumatra to have an MPP. The inauguration of the Padang MPP on December 7, 2018, by Minister of State Apparatus Empowerment and Bureaucratic Reform Syafrudin was in line with the issuance of Padang Mayor Regulation No. 54 of 2018 concerning the Implementation of Public Service Centers. Following applicable regulations, the MPP falls under the responsibility of the City of Padang's Investment and Integrated One-Stop Service Agency (DPMPTSP). To achieve the expansion of integrated service functions both at the



central and local levels, as well as services provided by State-Owned Enterprises/Local Government-Owned Enterprises and Private Companies in line with the objectives of establishing the MPP, the MPP of Padang City involves 11 (eleven) agencies and 5 (five) Local Government Agencies (OPD) with a total of 80 licensing and non-licensing services. The involvement of agencies and OPDs is regulated through memorandums of understanding approved by each participating agency. The implementation of the MPP in Padang City demonstrates the dynamic changes in the number of active agencies and OPDs from 2018 to 2020. In 2018, there were seven active agencies: DPMPTSP, Health Department, Environment Department, Public Works and Housing Department, Bank BNI, Bank Nagari, and Polresta. However, in 2019, this number decreased to three agencies: DPMPTSP, the Health Department, and the Environment Department. A similar situation occurred in 2020, with three active agencies, but the Health Department was replaced by the Padang City Samsat. The decrease in the number of active agencies was influenced by several factors, such as limited facilities and budget, shortage of human resources, and low commitment from agencies to participate in MPP licensing and non-licensing services.

The phenomenon highlights the challenges and sustainability of MPP operational effectiveness, which could serve as a starting point for exploring solutions to enhance performance and inter-agency synergy within the MPP in Padang City. Previous research, such as that conducted by Datamora (2019), concluded that the implementation of the MPP in Padang has not been effective, highlighting the factors contributing to the success and shortcomings of the MPP in general. Similar research also found that the lack of transparency in service procedures discourages the public from using MPP services (Suryanegara, 2019). Based on these studies, there is an urgent need to review the implementation of the MPP from a different perspective, namely, using the Public Service Motivation (PSM) theory analysis. Although many studies on the MPP have been conducted, none have specifically examined it from the PSM perspective. This represents an important research gap that needs to be addressed, especially since public service motivation has a direct impact on the sustainability and quality of services.

Research by Sharifuzah (2010) shows that PSM is closely related to the commitment and performance of public service providers. The characteristics of PSM developed in the daily performance of duties can enhance employee performance and the quality of public services, thereby increasing public satisfaction. The concept of PSM introduced by Perry (1996) emphasizes motivation based on beliefs, values, and attitudes that transcend personal and organizational interests. This motivation encourages employees to make positive contributions to society and the organization. The importance of PSM is also supported by Asmaryadi (2020), who found that PSM levels influence employees' Organizational Citizenship Behavior (OCB), which ultimately improves the quality of public services.

Based on these findings, this study aims to fill the gap in the MPP research of Padang City by using PSM theory as the primary analytical framework. This study not only provides a new perspective in public administration but also contributes to efforts to improve the quality of public services sustainably.

## METHOD

This study uses a qualitative research method with a case study approach. The case study approach was chosen because it allows for in-depth exploration of the application of the Public Service Motivation (PSM) concept in the implementation of MPP in Padang City. The case study is instrumental, as its focus is to describe specific phenomena to refine or develop the theory of Public Service Motivation (Creswell, 2018). Case studies are an integrative and comprehensive method for understanding individuals so that in-



depth information is obtained and accompanied by the problems faced, to solve those problems (Susilo, 2010).

Data was collected through observation, in-depth interviews, and documentation. Observations were made by directly observing the operations of the MPP in Padang City. Interviews used purposive sampling to select informants highly relevant to the research objectives. Key informants in this study included the Head of the Integrated One-Stop Service and Integrated Service Agency (DPMPTSP) of Padang City, the Head of the Administrative Licensing and Complaints Division, the Head of the Administrative Licensing Division, and the Head of the Data and Information Technology Division. To ensure data validity, triangulation was conducted using various information sources. Additional information was selected from related agencies involved in the implementation of the MPP, such as Bank Nagari employees, the National Police Headquarters STNK, Samsat Administration, Samsat Padang PHL Staff, and Functional Staff. This triangulation approach aimed to obtain diverse perspectives and strengthen the credibility of the findings.

Data analysis was conducted thematically through structured steps (Matthew B. Mile, 2014). Data obtained from interviews, observations, and documentation were first reduced and organized into relevant categories. Subsequently, coding was performed to identify patterns and themes, which were interpreted to describe the application of the Public Service Motivation concept in the MPP. To ensure the validity of the findings, validation was conducted by having key informants verify the researcher's interpretations.

## RESULT AND DISCUSSION

### Implementation of Public Service Malls in Padang City

The Public Service Mall (MPP) is designed as a centralized hub to provide integrated administrative services from the central government, regional governments, and business entities. The MPP aims to provide fast, easy, affordable, safe, and convenient services for the community. The implementation of the Public Service Mall in the City of Padang began in 2018, following the issuance of Padang Mayor Regulation No. 54 of 2018 on the Implementation of the Public Service Mall. However, the implementation of the MPP in the City of Padang faces various challenges that affect the effectiveness of public services. One indicator is the declining level of agency activity at the MPP year after year. Below is a list of the types of licensing and non-licensing services that should be active at the MPP in Padang City.

**Table 1. Types of Licensing and Non-Licensing Services at MPP Padang City**

Number	Service type	Service Time (working days)
	<b>DPMPTSP</b>	
1.	Investment Principle License	3
2.	Investment Expansion Principle License	3
	Principle License for Investment Change	
3.	Principle License of Investment Company Merger	3
	Trading business license	
4.	Industrial business license	3
5.	Alcoholic beverage trading business license	5
6.	Construction service business license	14

7.	Public transport business license	5
	Route permit	
8.	Job training institute permit	10
9.	TKI recruitment company permit	14
10.	Private/institution Placement	14
11.	Private Labor	15
12.	Savings and loan business license	15
	Permission to open a cooperative branch office	
	Location permission	
13.	Social welfare agency license	7
14.	Space utilization permit	7
	Extension	
15.	Permit to employ foreign workers	15
16.	Hospital license type C and D	15
17.	Clinic license	14
	Pharmacy license	
18.	Drug store license	15
19.	Health laboratory license	40
20.	optical permission	40
21.	Traditional medicine license	15
22.	Business license to use drugs traditional	15
23.	Hygiene/Health Eligibility Certificate Sanitation	15
24.	Tourism Business Registration Certificate	15
25.	Warehouse Register Sign	40
26.	Certificate of Company Registration	15
	Permit to establish an orphanage/onsos	
27.	Special Job Exchange Permit	
28.	Permit to Establish Construction of Advertising Buildings	
29.		15
30.		15
31.		14
32.		14
33.		14
		5
		15
	<b>public health Office</b>	
34.	Dental Nurse Work Permit	7
35.	Dental Practice License	7
36.	General Practitioner License	7
37.	Specialist Doctor Practice License	7
38.	Dentist Practice License	7

39.	Employee Work Permit	7
40.	Employee Practice License	7
41.	Midwife Work Permit	7
42.	Midwife Practice License	7
43.	Pharmacist Practice License	7
44.	Pharmacist Work Permit	7
45.	Pharmaceutical Technician Work Permit	7
	Nutritional Work Permit	
46.	Nutrition Practice License	7
47.	Medical Record Work Permit	7
48.	Physiotherapist Work Permit	7
49.	Optimist Refractionist Work Permit	7
50.	Sanitarian Work Permit	7
	Radiographer Work Permit	
51.	Medical Laboratory Technologist Practice License	7
52.	Medical Device Store License	7
53.		7
54.		7
55.		7
<b>Office of the Management of Building Permits (IMB)</b>		
	City plan permit for city space designation	
56.	Environmental city plan permit	14
57.	Building permit	21
58.	Crossing and gate permits	21
59.	Permit to use the space belonging to the road for the	7
60.	entrance	7
	Digging permits for urban utility placement in adolescents	
61.		21
<b>environmental services</b>		
62.	Environmental Permit (Amdal UKL/UPL)	14
	Waste water management permit	
63.	Waste temporary storage permit	12
64.		12
65.	Slaughterhouse Permit	30
66.	Veterinary practice license	15
67.	Veterinary clinic license	30
68.	Veterinary hospital license	30
69.	Permit for store depot, pet shop, poultry shop for veterinary medicine	15



70	BPJS of Employment	
71	BPJS Health	
72	KPP Pratama Padang	
73	PT. Mercy Services	
74	Ministry of Religion	
75	West Sumatra BNN	
76	PT. PLN	
77	Immigration	
78	Police	
79	Nagari Bank	
80	Bank BNI	

*Source: Padang City MPP Flyer*

Based on the table presented, it is noted that there are a total of 80 types of services offered at the Padang City Public Service Mall (MPP) to meet the needs of the community. However, the reality on the ground shows a significant gap between the number of services available and those actively provided at the Padang City MPP. As of 2020, only two Local Government Agencies (OPD) and one other institution have consistently offered services at the MPP in Padang City. This indicates that most of the services that should be accessible to the public are not being fully operationalized by the relevant institutions. The average number of services provided per day also shows a figure that is significantly lower than it should be.

**Table 2. Average Number of Services Every Day**

No	Service	Service List In 2018	List of Services In 2019	List of Services In 2020
1	DPMPTSP	20	30	20
2	Health	5	3	-
3	Environment	10	15	-
4	PUPR Service	5	5	3
5	Bank BNI	2	-	-
6	Nagari Bank	1	-	-
7	Police	1	-	-
8	Padang City Samsat	-	-	6

*Source: Service List Book at MPP*





It can be seen from Table 1.2, that the average number of service lists per On a daily basis, at MPP Padang City there are only 7 agencies that are active in 2018 and 4 agencies that are active in 2019 , and 3 agencies that are active in 2020. This is reinforced from the results of interviews conducted by researchers with the administration who stated that:<sup>1</sup>

"Until now the active service consists of only 4 agencies, namely DPMPTSP, Health Service, Environment Service, and sometimes there is a police station that is open, and even then the employees are once in a while if there are free hours at the main office, such as banks are also open once a week. because in MPP it is less effective because the services provided are only limited to information, while information can be accessed on The web of each agency, so apart from the 4 agencies above, the employees are more effective in their respective offices. This is also due to the lack of natural resources and human resources".

According to the interview results, the primary obstacle to the inactivity of OPDs and agencies is limited human and logistical resources. Some agencies believe that direct services at the MPP are not as effective as those offered at their respective offices, leading to employees being more frequently assigned to work at the head office. Below is the number of resources from the four active agencies.

**Table 3. Human Resources of Agencies that collaborate with DPMPTSP**

NO	Agency name	Number of people
1	PUPR Service	2
2	Nagari bank	1
3	Police	2
4	Mercy Services	1

*Source: Processed by researchers based on observations (2020)*

Based on Table 3, the number of human resources assigned to the Padang City MPP from four active agencies shows significant limitations. The PUPR service only assigns two people to provide services to the community, while Bank Nagari, as the only active banking representative in the MPP, only assigns one person. The police, who are expected to provide services, are also represented by only two people. Meanwhile, Jasa Raharja also only has one staff member at the MPP location. In total, there are only six active staff members consistently present at the MPP. This limitation highlights a serious issue in the provision of human resources at the MPP in Padang City, which directly impacts the effectiveness and capacity of the services provided. Financial resources also support the success of a policy. The availability of an adequate budget will have a positive impact on the implementation of the policy, whereas, on the contrary, if the availability of the budget is limited, it will prevent the implementation of the policy not to running by the objectives of the applicable policy product. The availability of budget in the implementation





of Public Service Malls in Padang City based on the results of interviews with the Head of the Padang City One Stop Integrated Service and Investment Service is still minimal due to the results of interviews conducted by researchers that the MPP budget has been included in the APBD, but currently the budget allocated for the implementation of services at the Public Service Mall is still minimal so that all the facilities and needs needed for services are still being carried out in stages.

Of the 21 rooms that should be available, based on observations made by researchers, it can be seen that the availability is still minimal. The availability of space based on the results of observations made by researchers can be seen in the table below:

**Table 4. Data on Room Availability at MPP Padang City**

Number	Required room	Availability	
		There is	Not
1.	Registration Room	√	
2.	Information Room	√	
3.	Licensing Document Submission Room	√	
4.	The waiting room	√	
5.	File processing space		√
6.	Archive Room		√
7.	Payment Room (Bank)		√
8.	Meeting room	√	
9.	Sitting room		√
10.	Security Room	√	
11.	Room for Licensing Administration and Complaints	√	
12.	Space for Data and Information Technology	√	
13.	Investment Promotion and Supervision Room	√	
14.	Lactation Room	√	
15.	Children's Playground	√	
16.	Disabled Facilities		√
17.	ATM Center		√
18.	Public Library		√
19.	Mushalla	√	
20.	Parking area	√	
21.	Canteen/Cafeteria		√

*Source: Processed by researchers based on observations (2020)*

The room is only given a partition as a separator, so that one room from another can still be said to be relatively small. According to the researcher's observations, the shape of the room currently provided by the Trade Office as a place for public services is irrelevant. Apart from the availability of space, the

implementation of the Padang City MPP is also influenced by the available facilities. The facilities available at MPP are divided into 3, namely those of DPMPTSP as the leading sector, those of the Department of Trade as building owners, and those of each service provider agency in MPP Padang City.

**Table 5. Public Service Mall Facilities in Padang City**

Number	Name of goods	Quantity available	Required quantity	Information
1	Computer	11	17	8 pieces belonging to DPMPTSP, 3 pieces belonging to the PUPR Service, Nagari Bank, Padang City Samsat
2	Printer	11	18	8 pieces belonging to DPMPTSP, 3 pieces belonging to the PUPR service, Nagari Bank, Padang City Samsat
3	Scan	2	2	Nagari Bank, Padang City Samsat
4	Standing AC	1	2	Department of Commerce
5	Office chair	12	32	Department of commerce
6	Petitioner's Chair	32	52	Department of commerce
7	Meeting Chair	12	32	Department of Commerce
8	Head of Chair	3	5	DPMPTSP
9	Filling Cabinet	3	18	2 DPMPTSP, 1 Nagari Bank

*Source: Processed by researchers based on observations (2020)*

Based on the table above, the available facilities do not only come from DPMPTSP as the organizer, but also from the Trade Office as the owner of the building, and from each agency that provides services there. In terms of quantity, the number of available facilities has not met what should have been needed. The unavailability of facilities that will support the implementation of Public Service Malls affects the commitment of policy implementers to provide services at the Padang City MPP Building.

The results of this study also highlight the importance of Public Service Motivation (PSM) as a key factor in supporting the success of MPP. Basically, public service motivation is the drive that encourages public servants to provide the best service to the community. This motivation not only affects work



enthusiasm but also overall performance. The concept of PSM, developed by Perry and Wise (2006), defines an individual's tendency to respond to motives based on the values of public institutions and organizations. In the context of the MPP in Padang City, public service motivation plays a crucial role in addressing existing challenges. The main variables related to this motivation will be discussed further in the research results discussion section.

### **Interest in public policy making (*Attraction to public policy making*)**

Interest in public policy-making can be understood as the attraction of individuals or groups to the process of formulating, deciding, and implementing public policies. In this context, the Public Service Mall (MPP) in Padang City, regulated by Padang City Regulation No. 54 of 2018 on the Implementation of the Public Service Mall, is a concrete example of public policy that requires attention and cross-sectoral collaboration. The establishment of the Public Service Mall is based on the desire of the people of Padang City for fast, easy, and efficient services. The DPMPTSP of Padang City launched the MPP as a new breakthrough in public services, involving various agencies to provide services in the same location. In the initial stage of policy implementation, the DPMPTSP initiated a coordination meeting with four OPDs and eleven agencies to ensure their readiness and willingness to join the MPP. The positive response from the invited agencies indicated initial interest in the policy. This interest was influenced by the shared vision outlined in the mayor's regulation, namely, to facilitate public access to public services.

Pearce's (1983) research on the PSM concept states that interest in public policy-making refers to three indicators, namely the opportunity to advance organizational goals, the opportunity to make a real contribution, and identification with the organization's mission. However, based on the results of this research, interest in public policy-making in Padang City does not fully reflect these three indicators. Interview results indicate that while there is initial enthusiasm, sustaining interest requires monitoring and strengthening of commitment. This aligns with the dimension of identification with the organization's mission, but in Padang City, its implementation is heavily influenced by cross-sectoral collaboration led by the head of the DPMPTSP.

The appeal of public policy in the context of the MPP in Padang City is not only about organizational goals but also about how the policy serves as a platform for agencies to innovate in service delivery. This finding underscores that individual and collective motivation in public policy can be managed through a shared vision, effective communication, and strong cross-sectoral coordination.

### **Commitment to the public interest and obligations as citizens (*Commitment to Public Interest and Civic Duty*)**

Commitment to the public interest and obligations as citizens reflects moral and professional responsibilities to serve the community effectively. In the implementation of MPP in Padang City, this commitment can be seen from various aspects, including the provision of budgets and facilities provided by DPMPTSP as a leading sector. However, despite this commitment, the availability of human resources and facilities still faces various obstacles. As stated by Dedy (2015), the implementation of public policy requires the support of resources, both human and non-human, to achieve the objectives of the policy that have been formulated. The implementation of Padang Mayor Regulation No. 54 of 2018 concerning the Implementation of MPP requires a strong commitment from the DPMPTSP and related agencies to provide adequate resources. These resources not only include personnel from priority sectors but also the availability of institutions collaborating to support the implementation of the MPP in Padang City.



The Licensing and Complaints Administration Division, for example, has a total of 13 personnel, comprising 8 civil servants and 5 contractual staff. This number must manage various strategic tasks, including the formulation of technical policies, administrative management of services, and the provision of information and complaint services. Meanwhile, the Data and Information Technology Division, which plays a crucial role in data management and evaluation, still faces challenges in providing optimal information technology. On the other hand, the facilities provided for the implementation of the MPP in Padang City are also still minimal. The building used, although available, is not yet fully equipped with ideal supporting infrastructure. This affects the comfort and effectiveness of services provided to the public.

These limitations indicate that despite the commitment to serve the public interest, resource and facility challenges remain the main obstacles to achieving policy objectives. According to the theory of Commitment to Public Interest and Civic Duty, commitment to public interest includes the ability to overcome these limitations through careful planning and cross-sector collaboration. In the case of the MPP in Padang City, this commitment is reflected in the efforts of the DPMPTSP to continuously improve service quality despite the fact that existing resources are still inadequate. Thus, the implementation of public policies such as the MPP not only depends on formal regulations but also on the ability of local governments to respond to practical challenges in the field. Strengthening human resources, improving facilities, and more effective budget management are important steps to ensure that the commitment to the public interest is realized in practice.

#### **The Nature of Empathy (*Compassion*)**

Empathy is an important aspect of public service that can be measured by the ability of employees to understand the needs of the people they serve, prioritize public satisfaction, and respond quickly to people who are not being served well. Empathy is also evident when employees serve the public professionally without regard to personal relationships.

In the implementation of the MPP in Padang City, empathy can be seen in the attitude of employees who strive to provide fairness to all segments of society without discrimination. MPP employees demonstrate empathy by giving special attention to vulnerable groups, such as people with disabilities, in both licensing and non-licensing services. The rights of people with disabilities, which are often overlooked in public services, are one of the main focuses of the MPP policy. For example, the provision of facilities such as elevators and parking spaces on the fourth floor reflects the government's commitment to ensuring that people with special needs can access services equitably. These facilities are designed to make public services not only effective and efficient but also inclusive for all segments of society.

However, to ensure that this empathy is sustainable, a rational motive-based approach, according to Pery (2006) needs to be integrated into policy implementation. The application of empathy in public services requires more than just the provision of physical facilities. Employees must be able to integrate values of empathy, for example, by serving professionally without personal or social bias. In this context, efforts to enhance employee capacity through training on equality and inclusion are crucial to ensure that the principle of empathy is truly realized in every interaction with the public. Further analysis indicates that empathy can be a key driver in overcoming barriers in service delivery, especially when resources are limited. By prioritizing the needs of the public, particularly vulnerable groups affected by bureaucracy. This aligns with the objectives of the MPP policy, which aims to provide effective, efficient, and inclusive services.



In conclusion, the implementation of the MPP requires a comprehensive empathetic approach, not only at the facility level but also in terms of service behavior and attitude. In this context, strengthening empathetic values among MPP staff can be a strategic step toward improving the quality and inclusivity of public services in the City of Padang.

### **Sacrifice (*Self-sacrifice*)**

The willingness to make sacrifices in the context of public service reflects the commitment of employees to prioritize the interests of the community over their personal interests. This attitude can be measured by the ability of employees to provide the best service without expecting rewards or recognition, as well as their willingness to sacrifice personal comfort to achieve policy objectives. In the implementation of the Padang City MPP, the willingness to sacrifice is reflected in the allocation of employees' time and energy to ensure that services can run according to the established operational schedule. The Padang City MPP has an operational schedule from 8:00 a.m. to 5:30 p.m. on Monday to Thursday, and from 8:00 a.m. to 3:30 p.m. on Friday. This schedule is designed to provide maximum service time to the public. However, during the COVID-19 pandemic, the operational schedule was adjusted, with services only available until noon. While this policy aimed to protect the health of employees and the public, it caused some challenges, including complaints from the public who felt the service time was too short to complete their administrative tasks.

According to the Public Service Motivation (PSM) theory proposed by Perry and Wise (2006), the willingness to sacrifice is one of the key variables in public service motivation. This dimension reflects employees' willingness to provide services selflessly and sacrifice personal interests for the greater good. In the context of the MPP in Padang City, employees' self-sacrifice is evident in their willingness to continue providing services despite operational time constraints during the pandemic. However, this situation also poses a challenge in managing employees' self-sacrifice to maintain a balance with operational needs and public expectations. Public complaints regarding limited operational hours indicate that, despite employees' strong commitment, their sacrifices are insufficient to fully meet public needs under certain conditions. Therefore, policies are needed that do not solely rely on individual sacrifice but also strengthen support systems, such as flexible service hours or the use of digital technology to expand service access. In this context, PSM theory emphasizes that self-sacrifice must be balanced with organizational strategies that support employees, so they do not feel emotionally or physically overwhelmed. Willingness to sacrifice as a motivational dimension is not only related to an individual's courage to face challenges but also the organization's ability to create a work environment that allows employees to serve optimally without losing balance between tasks and personal well-being. In conclusion, self-sacrifice in the implementation of the MPP in Padang City is an important aspect in ensuring the success of public services. However, this sacrifice must be supported by adaptive operational policies and sustainable service systems so that both the community and employees can fully benefit from these policies.

### **CONCLUSION**

Based on the results of the study, it can be seen that MPP reflects the new face of bureaucratic reform, covering aspects of public administration, politics, and law, which can be measured through the variable of public service motivation according to Perry (2006). This study found that the interest of public policy makers in Padang City is evident through the issuance of Padang Mayor Regulation No. 54 of 2018 and the participation of 11 OPDs and 5 agencies. However, this interest is not only important at the



beginning of policy implementation but also during the implementation and evaluation stages to maintain the consistency of the policy's vision and mission. Commitment to public policy, although already present, is still hindered by limitations in human resources (HR), budget, and facilities at the MPP. On the other hand, empathy has been demonstrated through special services for people with disabilities, both in terms of facilities and procedures, indicating the MPP's commitment to social inclusion. However, the willingness to sacrifice, especially in terms of service time and presence at the MPP, remains a challenge, particularly during the pandemic. Some employees demonstrate a lack of commitment, thereby hindering the optimization of services.

The success of the MPP does not only depend on public service motivation variables but also on external factors, such as the COVID-19 pandemic, which has limited public access to the MPP building at Pasar Raya Padang. The implementation of the MPP as a strategic step in bureaucratic reform still faces various internal and external challenges. This study contributes to identifying the main challenges faced by the MPP in Padang City, both from an internal perspective (human resources, budget, facilities, and motivation) and an external perspective (the impact of the pandemic and geographical location). Additionally, this study emphasizes the importance of an adaptive approach to ensure the sustainability and effectiveness of the MPP.

The main limitation of this study is its scope, which focuses solely on the MPP in Padang City, making its findings non-generalizable to other cities. Furthermore, data collection was more focused on policy aspects and lacked depth in exploring users' experiences with MPP services. Therefore, further research could explore the influence of public satisfaction on the effectiveness of MPP services, compare the implementation of MPP in various regions to gain a more comprehensive understanding, and identify innovative strategies to enhance the effectiveness of MPP services during crises. Based on the research findings, it is recommended that the DPMPSTP and the City Government of Padang:

1. Create additional documents regulating sanctions against technical agencies that do not provide services at the MPP in Padang City.
2. Increase the budget to meet the needs of facilities and infrastructure to support MPP operations.
3. Hold regular coordination and supervision meetings to ensure consistency in policy implementation, as well as conduct massive socialization to the public regarding the existence and benefits of the MPP in Padang City.

With these steps, it is hoped that the Padang City MPP can function optimally and adaptively to improve the welfare of the community.

## REFERENCES

- Creswell, J. W., & Creswell. J.D. (2018). *Research Design*. California: Sage Publications
- Denhardt, R. B., & Denhardt, J. V. (2000). The New Public Service: Serving rather than steering. *Public Administration Review*, 60 (6), 549-559
- Datamora, S., & Malau, H. (2019). Penyelenggaraan Mal Pelayanan Publik untuk Masyarakat di Kota Padang. *Jurnal Mahasiswa Ilmu Administrasi Publik*. 1(4)



- Hardiyansyah. (2018) *Kualitas Pelayanan Publik (Konsep, Dimensi, Indikator, dan Implementasinya)*. Yogyakarta: Gava Media Harun.
- Maulan, A R., & Widodo, E. Inovasi Mal Pelayanan Publik Kota Probolinggo dalam Meningkatkan Efektifitas Pelayanan Publik. *Prosiding Simposium Nasional*.
- Masram., & Mu'Ah. (2015). *Manajemen Sumber Daya Manusia*. Surabaya: Zifatama Publisher.
- Nasrun, H D. (2015). *Motivasi Pelayanan Publik di Dinas Tata Ruang dan Bangunan Kota Makassar*. Universitas Hasanuddin.
- Ningtyas, T. (2017). New Public Service: Pelayan Publik Berbasis Humanistik Untuk Kesuksesan Reformasi Birokrasi. *Jurnal Manajemen Publik dan Kebijakan Sosial*. 1(1).
- Pery, L. J. (1990). Measuring Public Service Motivation: An Assessment Of Construct Reliability And Validity. *Journal Of Public Administration Research And Theory*, 6 (1), 5-22
- Ratika, P. (2019). *Motivasi Pelayanan Publik di Badan Pendapatan Daerah Sulawesi Selatan*. Universitas Hasanuddin.
- Ratih. (2021). Implementasi Peraturan Walikota Padang Nomor 54 Tahun 2018 Tentang Penyelenggaraan Mal Pelayanan Publik di Kota Padang. Universitas Andalas.
- Sugiyono. (2017). *Metode Penelitian Kualitatif Kuantitatif dan R&D*. Bandung: Alfabeta
- Sutarno. (2012). *Serba-serbi Manajemen Bisnis*. Yogyakarta: Graha Ilmu.
- Srihardjono, Nanang Bagus., & Restyani, Ryka Puspita. (2017). Reformasi Birokrasi Yang Terintegrasi Dalam New Public Service (NPS) Guna Mewujudkan Pemernitah yang kuat dan bersih. *Jurnal Universitas Tribhuwana Tungadewi*, 7 (2), 69-80.
- Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 23 Tahun 2017 Tentang Penyelenggaraan Mal Pelayanan Publik.
- Peraturan walikota Padang Nomor 54 Tahun 2018 tentang Penyelenggaraan Mal Pelayanan Publik.
- Peraturan Pemerintah Republik Indonesia Nomor 25 Tahun 2009 tentang Pelayanan Publik.
- <https://www.menpan.go.id/site/berita-terkini/gaung-pembangunan-mal-pelayanan-publik-dalam-rakornas-gnm>.
- <https://www.menpan.go.id/site/reformasi-birokrasi/makna-dan-tujuan>