

Public Services Motivation (PSM) in One Stop Integrated Services in Merauke Regency

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Abstract: *Implementation of Public Services Motivation (PSM) is a necessity for the Office of Investment and One Stop Integrated Services (DPMPTSP) where this organization has integrated services both central and local. The research objective is to analyze the application of the PSM principles in DPMPTSP service performance in Merauke Regency using descriptive methods and qualitative approaches. The results showed that the principles of PSM have not been fully implemented by DPMPTSP Merauke Regency. As for the principles that are implemented quite well that is seen from the indicators of commitment to public interest, empathy and self-sacrifice. But for indicators of employee interest only at the level of duties and orders from the supervisor of each section only because most of their time has been taken to carry out the tasks assigned. For this reason, increasing employee interest in providing services is very important so that DPMPTSP of Merauke Regency can serve the community well and have an impact on employees to improve their performance.*

Keywords: *public services motivation, service performance, one stop integrated services*

Introduction

It is undeniable that the quality of public services in Indonesia today is still true haven't shown results maximum. This is marked by the fact that the accessibility of poor citizens to service. Such as health, food and health problems education still low, attitude and behavior officials service the public does not reflect as public servants, and legal rights obligations between residents and service providers are still detrimental to citizens (Dwiyanto, in Pramusinto and Purwanto, 2009: 4). The implementation of public services conducted by the government is still applied in the system ineffective and

efficient governance and inadequate quality of apparatus resources, so that public complaints against public services still often occur.

The inadequate quality can be seen from the Compliance Service Standards of Public Service Providers that refer to Law No. 25 of 2009 where service standards in service rooms are important so that people can access and obtain broad service standards. Moreover, in the context of government the delivery of public services at the local level must be carried out properly as an embodiment of good governance. So far, public services in

Rainey and Steinbauer (1999) has built a framework theory about an organization effective governance. The proposed model by Rainey and Steinbauer (1999) that an organization government effective have high motivation among. The members which includes public service motivation, mission motivation, and task motivation. The PSM theory has also been introduced previously by Perry and Wise (1990), which theoretically define PSM as trend individually for respond of the basic motives unique in institutions and public organizations.

This theory is based on the opinion that there are people who are interested and motivated to work in the public sector. The higher the PSM an individual has the more likely it is to work in the public sector. PSM related in a manner positive with performance individual in public sector organization.

PSM in implementation service by bureaucracy very much urgent to understand and pay attention because he was very determine success in implementation assignment an employee. PSM is one of the things that is typical from motivation can be defined as motivation which includes trust, values, and attitudes that go beyond personal interests and interests organization encourage a the worker or employee to do well to person and donate devotion to well-being organization and society (Perry and Annie, 2008). That is, positive service motivation public service of course will give birth to workers or employees that competent and dedicated high to task and its obligations, and can improve performance work.

Other research study was also conducted by Brewer, et al (2008) who stated that a positive relationship can be expected from PSM on performance because public service employees will be motivated and identify strong to run tasks they are in the public context, more so

committed to achieve destination general, categorized will produce good performance with high PSM.

By looking at some of the research that has been done above, it can be denied that the application of PSM is something that must be done by public service organizations if you want to get good service. One public service organization that must also see the importance of Community Participation is the One Stop Integrated Services. This is because this organization is the key to many doors of state or regional revenue. The concept of a One Stop Integrated Service is a form of bureaucratic simplification. Through this PTSP, pruning stages and procedures, cost differences, simplification of requirements and last but not least is the average time needed for licensing. The stages of licensing starting from the approval of documents will be done in one place or one agency.

The One-Stop Investment and Integrated Services Office of Merauke Regency still has various problems related to public services such as researchers who still find the low motivation possessed by employees in the responsibility to as soon as possible complete their work. This can be seen from the fact that there are still people who complain because they have to go back to the office only for obtaining a permit due to unclear completion time so that people do not get clear information within the time limit specified in the licensing service, as well as uncertainty about the terms and documents / procedures to take care of licensing which results in the community not knowing about licensing administrative procedures so they have to wait a long time due to incomplete administrative procedures.

Based on the background description above, this study is considered important to analyze the problems faced related to public service

issues faced by the Office of Investment and Integrated Services of One Door Merauke Regency, and see how the principles of Public Services Motivation are applied in improving integrated services one. The door in Merauke Regency.

Method

In this study, researchers used a descriptive method with a qualitative approach. The qualitative approach is used because through qualitative research the researcher intends to obtain an in-depth picture of the application of the principles of Public Service Motivation to the DPMPTSP of Merauke Regency and its service performance. As stated by Denzin and Lincoln (2009), qualitative research is used to dig deep information into the emphasis of process and meaning.

The research was conducted at DPMPTSP Merauke Regency because DPMPTSP is a local government agency that has been delegated authority in terms of duties and assistance in the field of investment and the implementation of integrated licensing services which include promotion, investment and integrated licensing services. PTSP Structure was established in 2014 but in 2015 it was carried out under the name of the Integrated Investment and Licensing Services Agency. In 2018 it changed its form to the One-stop Integrated Investment and Services Office or DPMPTSP.

Data obtained through informants namely with informants directly related to licensing service activities, including: Head of Office, Head of Services, Service Staff, Complaints and Users of licensing services (community). Data is also obtained through events or phenomena that occur at the research location in accordance with the focus of the study.

Data obtained related to licensing service activities, including: (1) Head of

Office in charge of policy making so that policies and programs implemented by the One Stop Integrated Service of Merauke Regency are his responsibility. (2) Head of Services, (3) Service Staff, and (4) Complaints and Users of licensing services (community). Interviews were conducted for all three of them with the aim of getting results about the performance of the One Stop Integrated service in Merauke Regency and also to see the implementation of Public Services Motivation in PMPTSP Merauke. Data is also obtained through events or phenomena that occur in research locations that are in accordance with the focus of research, namely through in-depth interviews with service users, in this case the community being the target of the implementation of public services themselves.

Other data sources are documents relating to the focus of research. Data collection techniques used are interviews, observation, and documentation. Data analysis techniques using the model of Miles, Huberman, and Saldana (2014), which suggests that there are three activities in data analysis-namely: condensation data, data display, and conclusion drawing / verification.

Results and Discussion

Public Service Motivation is one of the factor that also influence performance individuals sector employees public. Perry and Wise (1990) define (public service motivation) as; tendency of a person individual to responding, motives that in general, and in a unique way, there are in institutions, the public, which includes interest in public policy making, responsibilities, interests, public and obligations as citizens state, feelings of sympathy or pity, and attitudes self-sacrifice. This is in line with what was stated by Crewson (1997), that PSM, is orientation, service individuals to be useful for society, orientation to help

others, and enthusiasm for achievement that is intrinsic or service oriented.

In his research Perry and Wise (1990), have succeeded in providing and placing definitions or concepts of PSM and measuring tools that are different from other concepts relating to motivation in general. In addition, according to them both individuals who have high levels of community participation will be attracted to public service work for various reasons, such as personal self-interest, ethical considerations, or emotional outbursts. They assume that PSM is closely related to work trends, work performance, and work choices of an public employee.

In another study Perry (1996), identified motives that were said to be unique in PSM, and only existed in public sector organizations. The motive relates to four dimensional concepts, namely: attraction to public policy making, responsibility for public interests and obligations as citizens (commitment to public interest and civic duty), feelings of compassion or compassion, and the attitude of self-sacrifice.

In an effort to find and understand the ideal concept for public services and in the development of public administration and management, PSM has become a research topic. The concept of public service motivation according to Vandenabeele (2007) has been developed as a counterweight to the self-interest motivation found in rational choice theory. Meanwhile, according to Willem, Vos, and Buelens (2010) the concept of public service motivation is introduced to show motivation based on values and attitudes that go beyond self-interest or organizational interests.

In general concept of motivation refers to the power of encouragement, directing and guiding someone's steps. Motivation itself actually has several levels. According to Maslow, motivation has a hierarchy of needs (Junianty, 2015):

1. Physiological needs. This need is the most basic need for humans to be able to survive;
2. The need for security. After physiological needs, security needs arise including safety and protection from hazards, workplace accidents, old age savings;
3. Social needs. The need for friendship and closer interaction with others and organization can be met if basic needs and minimum security needs can be met;
4. The need for appreciation. These needs include a sense of being respected for one's achievements and abilities or expertise in carrying out work;
5. The need for self-actualization. This need is the highest hierarchy which has to do with developing one's potential. Self-actualization tends to increase because the person is actualizing his behavior. People who have been dominated by this need are happy to share tasks that challenge their expertise;

Based on Maslow's theory, humans always try to meet basic needs first to the highest needs. This thinking shows that the needs that have been met provide motivation. Maslow's theory was further developed by Aldefer by dividing it into three groups: existence, relatedness and growth (ERG).

Existence relates to all needs that are maintained related to psychological needs and a sense of security. Relatedness relates to partnerships with people and between organizations.

Growth is related to the development of a person's potential with the need for appreciation and self-activation. High motivation can be owned by employees who have beliefs, vacuums, and positive attitudes. The following motivational concepts from Vandenabeele Scheepers and Hondegheem:

namely institutional reform aspects of government bureaucracy, aspects of the renewal of the identity of the government apparatus and aspects of renewing the process of implementing government obligations (Surjadi, 2009: 107).

DPMPTSP Merauke Regency Service Performance

One Door Integrated Services is carried out based on Presidential Regulation Number 97 of 2014 Concerning Implementation of One Door Integrated Services, so far the implementation of one door integrated services is going well even though it was only implemented in 2016, actually licensing services have been planned since 2010 and have only been running for one year but not yet providing services as now at that time only resources were prepared, then during the new leadership period of the head of state namely the period 2009 to 2014 it turns out that all municipal districts must form a PTSP in order to carry out excellent services to encourage economic growth starting from Small and Medium Enterprises (UMKM)) up to big business.

One-stop public service is a service inefficiency solution from bureaucracy that must be responsive and easily accessible to various public interests. This breakthrough theoretically arises from New Public Management thinking by minimizing and simplifying public services.

In empirical arrangements, large government structures and complicated procedures are trimmed through downsizing and internal bureaucratic reconfiguration, integrating business processes (debureaucratization) and shortening the service chain and physical distance between the location of units and communities to reduce service burdens, building a positive image of local government and increasing power regional competitiveness (Jaweng, 2014).

Likewise, the principle of public service adheres to the theory of democracy which promotes the rights and fulfillment of people's needs. A more democratic public service has shifted the role of the government as the giver of orders who tend to be the ruler to give directions to the people. In this case the government is positioned as an apparatus controlling community behavior based on its legitimacy to the laws and regulations (Larasati, 2013). Whereas democracy itself is interpreted not as an end in itself but rather to see the facts of the ongoing stages in accordance with the times and are influenced by the culture of a country. So if the application of democracy is too rigid and too ideal, democracy will not actually be realized (Faturahman, 2018).

The problem that researchers found in the Investment and Integrated One-Stop Service Office was the delays in licensing services due to a shortage of staff at the DPMPTSP office while the permits had to be issued a lot, then the supporting equipment was still limited and the system was still being adjusted because it was done online and preparation in a few years the latter is run with minimal funds. In addition, in 2014 the formation of the PTSP (One Door Integrated Services) structure was begun but it was not yet able to be implemented because it was only formed after setting the budget, so when it was formed it was vacuumed for six months without activities because there was no budget, and then in 2014 also submitted PTSP (One-Stop Integrated Services) preparatory activities but included in the Additional Expenditures Budget in 2014, which can be submitted at that time is only a comparative study, coordination to the central and provincial to find information and get recommendations, then can get recommendations for comparative studies in the District Sragen, Central Java as a referral Regency to implement PTSP. After conducting a

comparative study in Sragen Regency, an agreement was made in March 2015 to assist in the PTSP implementation process and also to collaborate with PT. Telkom for the network because it is required to be online.

So far the implementation of one-stop integrated services has been going well. This one-stop integrated service is a form of government policy to improve services to the community through integrated services in a process that starts from the application stage until the issuance of a licensing document whose services are through one door. The success of this one-stop integrated service is also inseparable from the support of various parties, including the Sragen Regency integrated service unit as a referral district, which during the implementation of PTSP in Merauke Regency always provided technical assistance. One door service that aims to provide one door service with the principles of cohesiveness, economics, coordination, delegation, accountability, and accessibility in accordance with Presidential Regulation Number 97 of 2014.

DPMPTSP Merauke Regency is an agency that is given the delegation of authority in terms of duties and assistance in the field of investment and the implementation of integrated licensing services which include promotion, investment and integrated licensing services. In the implementation of one-stop integrated services by the province, the governor provides delegation of licensing and non-licensing authority covering government affairs.

The form of services handled at DPMPTSP are Licensing and Non-Licensing Services. Licensing consists of: Disturbance License (SIG), Trading Business License (SIUP), Company Registration Certificate (TDP), Warehouse Registration Certificate (TDG), Building

Construction Permit (IMB), Tourism Business License (SIUK), Letters Travel Bureau Business Permit, BAR and CAFE Business Permit, Restaurant Business Permit, Warung Restaurant Business Permit, Salon Business Permit, Massage Orphanage Business Permit, Hotel Business Permit, Karoke Business Permit, Catering Business Permit, Beauty Business Permit, Nightclub Business Permit, Bilyard Business Permit, Recreational Business Permit, Agility Game Business Permit, Fishing License (SIPI), Foreign Workers Hiring Permit (IMTA), Location Permit, Route License. Whereas Non Permit, namely: Regional Incentives, Information Services, and Complaints Services.

The results of the analysis of service performance in the Merauke Regency DPMPTSP are measured from indicators of public service performance in general, which have gotten quite good results in terms of productivity and service responsibility produced by the Merauke DPMPTSP. However, the indicators of responsiveness and transparency have not good results, this is proven by the process of taking a certificate not in accordance with the time set from three days to one week it is not in accordance with the regulations in the office so that many complaints from the public.

Inadequate facilities and infrastructure also make people who come to take care of the permit feel uncomfortable, service facilities should be an important concern in the service process so that the process of service to the community can be carried out properly without any complaints. The absence of number facilities makes the process of community services precede each other, in general the service process should use a queue number so that people know their turn to get services.

According to the community, the implementation of one-stop integrated

services at the Office of Investment and One-Stop Integrated Licensing Services has been going well, but there needs to be improvement in its implementation. And basically it cannot be separated from transparency in the implementation of each activity. According to Dwiyanto, the concept of transparency in public services refers to a situation where all aspects of the service delivery process are open and can be easily identified by users and stakeholders in need (Dwiyanto, 2008).

This is in line with research conducted by (Irawan, 2018b) that the delivery of public services conducted by DPMPTSP of Merauke Regency has not been transparent enough. We can see this from the results of the analysis which show that transparency indicators, namely the openness of the service process, easy access to information, and complaints mechanisms in general have not shown maximum results. The licensing service process has been carried out openly by stating the cost and time of service and providing a flowchart in the service room. However, the service processes and procedures listed in the flowchart are still difficult for the public to understand. The ease of access to information has also not been obtained by the public, because information is only obtained at the office and has not utilized the internet in providing information. Whereas for indicators of complaints mechanisms only use complaints directly in the field of complaints, there is no suggestion box or SMS center as a facility for receiving public complaints.

Public Service Motivation in DPMPTSP Merauke Regency

1. Interest in public policy making

Attraction to public policy making, according to Perry and Wise is closely related with motivation to achieve achievement. Public policy is the government's choice of a program to be carried out for the community that

influences an employee's motivation to achieve work performance. In his theory, Perry (1990) revealed that an employee who is highly motivated by public service has a positive view of the political process in making public policy, has an interest in the lives of politicians and has an interest in a clean process in the political process of making public policy.

A positive view of the process of making public policy is positively correlated to the attitudes and behavior of an employee in carrying out their duties. This can be seen when an employee has a positive view of public policy making, it means that as a public policy implementer they believe and believe that what is done is a positive and beneficial thing for the community and makes the policy as a system of organizational performance control (Faturahman, 2019). An interest in the life of an employee's politician also affects employee attitudes and behavior because a good personal and politician's character will also have a positive impact on an employee's work motivation to be able to behave in cooperation or exceed the character of the politician.

In general, Perry revealed that a good employee will have an interest in the public policy making process. This is because the process of making public policies is related to efforts to provide public services to the community. Every policy produced by policy makers must be understood by employees as executors of each policy. Therefore, Perry writes that interest in public policy making influences achievement.

The actual condition in the DPMPTSP in Merauke Regency is that employees are not very interested in public policy making. This result was seen during the interview with the head of DPMPTSP of Merauke Regency who stated that most employees were not very interested in general government policy, the employees only focused on the orders

or tasks given by their superiors. respectively. This shows that employee interest is only at the level of duties and orders from the supervisor of each section. Conditions like this the authors conclude that their disinterest because most of their time has been consumed to carry out the tasks assigned.

The employees of DPMPTSP Merauke Regency do not show an interest in political life, that what they think is all about the policy affairs of the leadership. Their hope is only that public policy making is carried out in a clean process, prioritizing the interests of the community as recipients of services not just for personal or group interests. Employees expect that every policy taken by the government brings all the interests of the community, not to benefit one party, especially policies regarding licensing services.

When referring to the theory of public service motivation, then this condition is not a condition that can motivate employees in providing public services for the community. Because the essence of the duties and responsibilities of a public servant is to carry out all government policies for the welfare of people's lives. However, if there is no interest in the process of making public policy then, it means there is no attention to the duties and responsibilities of the community.

2. Commitment to the public interest

Commitment to the public interest is a motive or desire to serve the public interest which can be in the form of individual interests in a particular program or public service. The indicator is an attitude of affection or sincere belief in social interests. Commitment that should be owned by an employee is not only a commitment to the organization but must have a commitment to the public interest.

In his theory, Perry (1990) writes that in the motivation of public service an employee must have fully confidence and trust in his duties and responsibilities to always place the public interest above personal or group interests. This implies the meaning of a true public servant because, an employee is a public servant who should be devoted to the welfare of society. An employee who is committed to high public interests has an interest in things that occur in the surrounding environment, contributes to the surrounding environment without a sense of selfishness, has an awareness of the importance of the meaning of public service, is able to place the interests of the community above self-interest, and has an awareness that public service is the responsibility of the state.

This condition is also what happened at DPMPTSP of Merauke Regency, which in general all employees have performed services in accordance with existing procedures. Employees are also very committed to providing the best service for the community, because that is one form of responsibility as community service. However, sometimes there are still people who are not satisfied with the services provided.

If it refers to the theory of public service motivation conveyed by Perry (1990) then, this condition can already be classified as being able to motivate employees in providing public services for the community. It is fitting for an employee or community servant to be able to place the interests of the wider community above other interests. Commitment is not just fulfilling the agreement or contract in carrying out the task but rather, how an employee is able to carry out their duties by placing the community as the person being served not as the person serving the employee. In general, to assess this commitment to the public interest, we can see that the

employees of DPMPSTP Merauke are already classified as good, but if related to problems that occur, normatively these values have not been able to be applied properly. This is proven that even though the employees already know what they are supposed to do and what is not allowed to be done in providing services to the community, it's just that sometimes mental conditions and feelings are not so good all the time, so that it also impacts on the resulting performance. This shows that employees have not been able to be professional in the work done.

In addition, the lack of intense communication carried out with the community caused several problems in the service. Many people who seem impressed do not want to share problems related to the services they need, most tend to only want their affairs resolved quickly and as soon as possible. Only a few people actively question about problems of services needed, even though communication is the key to the relationship between the two which in the end will also have an impact on the quality of services provided to the service user community.

3. Empathy

The nature of empathy is the desire to help others. That is, this motive includes the importance of the interests of others (altruism), caring that is sharing the feelings of others, full concern for customers, moral beliefs and other prosocial desires. Perry (1990) writes that an employee who has a high sense of empathy has a feeling of empathy for the fate of people who are less fortunate, has an interest in social programs, has a feeling of compassion when seeing others in distress, has an awareness that patriotism is how see others prosper, have concern for the welfare of others even though they are not personally known, have an awareness that our lives are always dependent on one another,

have feelings of pity for those who do not want to help themselves, and always give support for public benefit programs.

In the context of employees as community servants, empathy is when able to understand the state of people's feelings or thoughts for what they need. The feeling of empathy that an employee should have is not only a feeling of empathy for his closest people, family or class but also a feeling of empathy for the whole community because they are essentially community servants in charge of serving the needs of the community. Awareness that we are interdependent with each other and realize for his love for the nation state must begin with compassion and the desire to prosper the community.

In general, the value of empathy in the Investment Office and the One Stop Integrated Service in Merauke Regency is good enough. However, if it is associated with problems obtained from service users (the public) more or less illustrates the still poor sense of employee empathy at this agency. This is due to the reasons of limited time and energy, so that employees cannot fully serve the entire community properly. In addition, the lack of human resources is also a factor that affects the low empathy of employees. The lack of human resources both in terms of quantity and quality makes them unable to optimally understand the wishes of the community. In fact, if it refers to the theory of public service motivation, it should be an employee especially for employees who provide public services for the community to have empathy in carrying out their duties because this is the basis for an employee to be able to provide the best service for the community.

Empathy refers to the caring, friendly attitude and respect that customers get from the organization or their representatives. Collie, Sparks, and Bradley (2000) found that courtesy and

Conclusion

Based on the results of an analysis of the four principles of Public Service Motivation namely interest in public policy making, commitment to public interests, empathy and self-sacrifice, it can be concluded that the principles of Public Service Motivation in DPMPTSP Merauke District has not been fully implemented. Of the four indicators, only three indicators, namely commitment to the public interest, empathy, and self-sacrifice are good enough.

But for indicators of employee interest only at the level of duties and orders from superiors of each section only. Their disinterest is caused because most of their time has been taken up to carry out the tasks assigned.

At this level of duty employees do not have a role in political decision making because decisions are the leader's responsibility. Employees are limited to implementing the policy and expect that each licensing service can accommodate all the interests of the community and not only benefit one party.

Thus it is expected that the principles of Public Service Motivation can be applied well in every service, so that this can have a good impact on employees to improve their performance in providing quality services to the community.

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