



Public Service Motivation for Optimizing Digital Population Identity Services In North Toraja Regency

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<i>Article History</i>	Abstract
Received: 06 June 2023 Revised: 05 Sept 2023 Accepted: 20 Nov 2023	<i>This journal examines how public service motivation contributes to optimising digital population identity services in North Toraja district, using a public service motivation approach by James L Perry with indicators of attraction to public policy making, commitment to the public interest and civic duty, compassion, and self-sacrifice. This research uses a descriptive qualitative approach through interviews, observations and documentation. Research informants consist of the Population and Civil Registration Office of North Toraja Regency employees as the primary data source and people who use Digital Population Identity services. The results showed that attraction to public policy making varied among North Toraja Regency Population Office employees. Structural officials, including service heads, field heads, and section heads, showed high interest and interest in the public policymaking process. Meanwhile, staff-level employees and operators need more interest in public policy formulation due to the perception that tupoksi, as staff, needs to support employees in making population administration policies. The implication of this finding is the need for efforts or actions from the Leadership to increase the motivation and participation of all employees both by providing direction and guidance through example in carrying out duties, seeking education and training for employees, as well as in the form of rewards and punishment as a booster of employee enthusiasm and motivation in carrying out services optimally.</i>
CC License CC-BY-NC-SA 4.0	Keywords: Public Service, Public Service Motivation, Optimizing, Digital Citizenship Identity

1. Introduction

The government is a public servant; the purpose of government administration is to serve the community. The government's role is to provide public services by the mandate of Law Number 25 of 2009 concerning public services. Public services are experiencing rapid development not only through manual services, but services can also be done online or digitally, and benefits are starting to be felt by the community (Fonna 2019). Technology development boils down to making it easier for humans to support their daily needs so that everyone feels the impact of the benefits. Online services provide significant gifts because they speed up the service process and can be done anywhere (Permadi & Rokhman, 2023).

The Population and Civil Registration Service is one of the government institutions that carries out public services in population administration. One of the population administration services carried out by the Population and Civil Registration Office of North Toraja Regency is Digital Population Identity. The rules regarding the implementation of Digital Population Identity are contained in Permendagri No. 72 of 2022 concerning standards and specifications for hardware and software and electronic ID card stamps and the performance of Digital Population Identity. The presence of digital identity is significant. It allows everyone active in the digital space to be identified and provides efficiency when doing activities in the digital area because it makes the registration process more accessible. Digital Citizenship Identity can facilitate and accelerate public or private service transactions in digital form and secure ownership of Digital Citizenship Identity through an authentication system to prevent falsification and data leakage.

The Directorate General of Population and Civil Registration of the Ministry of Home Affairs targets 25% of Indonesia's 277 million people to use Digital Population Identity (IKD) by 2023. The target applies to population offices in 514 regencies/cities in Indonesia to achieve 25 per cent realization of Digital Population Identity from the total mandatory KTP in their respective regions.

The author's initial observations found that the Digital Population Identity service carried out by the Population and Civil Registration Office of North Toraja Regency has yet to be maximized. From the population data listed in the population profile book for the first semester of 2023 issued by the Population and Civil Registration Office of North Toraja Regency, it can be seen that the population of North Toraja Regency is 259,690 people, the number of mandatory ID cards is 179,042 people, while the number of residents who activate the IKD is 2,683 people. The Total Realization of Digital Population Identity Ownership still needs to be higher, which is 1.50 per cent of the total population who have carried out E-ID card recording, so it is still very far from the national target that has been determined.

In the view of public administration, being able to improve the optimization of public service cannot be separated from *Public Service Motivation*, which can influence individuals working in the public sector to create a work culture that focuses on service, ethics, and transparency by involving individual encouragement and enthusiasm to contribute to public services.

Problems often faced by employees working in the public sector are a lack of motivation to be actively involved in service activities, including in the formulation of public policies, a lack of sense of responsibility in carrying out service duties, lack of concern and empathy from officers and self-sacrifice where employees tend to prioritize personal interests, rather than serving the community.

Perry & Porter (1982) say motivation is widely understood as the force that energizes, directs, and sustains behavior. *Public Service Motivation* is also defined as the tendency of an individual to respond to motives that usually exist and characterize public institutions and organizations referring to psychological needs (Perry & Wise, 1990). The level and type of public service motivation among public sector employees have a significant relationship to the choice of employment and performance of a public employee, as well as to the organization's effectiveness in achieving its goals. The higher the level of *Public Service Motivation* an individual will be, the more appropriate it will be to be placed in a public sector organization. Public service motivation can also be defined as beliefs, values and attitudes that go beyond personal and organizational interests, concern the interests of larger political entities and motivate individuals to act accordingly (Kreitner, 2014). *Public Service Motivation* is a set of value-laden determinants of behavior: beliefs, values, and attitudes which influences individual decisions to pursue careers in public service and behavior (Vandenabeele and Schott 2020).

Providing motivation has the purpose of motivating individuals to work harder, more effectively, and efficient to achieve organizational goals. As one of its responsibilities as a public service provider, public service motivation is essential for all apparatuses involved in public service. It is based on the belief that there are individuals who are interested and motivated to work in the public sector. This opinion is also supported by (Brewer 2000), which reveals that some individuals have solid norms and emotions to serve the public sector. This motivation or ethics of serving the public is seen as attracting specific individuals to serve in the public sector and helping to realize work behavior consistent with the public interest. Public service motivation is necessary for civil servants to succeed in public service duties and ultimately help their work or career (Kuo Cheng, 2023)

Public Service Motivation has five dimensions: *self-fulfillment*, *policymaking*, *shared interests*, *attraction to service*, and *compassion*. Employees with high *public service motivation* are highly committed to the organization, have high job satisfaction, and are high performers (Xiaohua 2008).

Furthermore, Perry and Wise (1990) show that compared to employees in the private sector, employees who work in the public sector are more concerned with intrinsic reward values and job benefits when serving the public and the public interest. This is in line with what Crewson (1997) stated, that PSM is the service orientation of an individual, minus the economic exposure to be useful for society, the direction to help others, and the spirit to obtain intrinsic or service-oriented achievements. Knoke and Wright-Isak propose three categories of Public Service Motivation in Perry and Wise (1990), namely rational, norm-based, and affective motives.

According to Perry (1996), four-dimensional concepts in public service motivation are an attraction to public *policy making*, *commitment to the public interest and civic duty*, *compassion*, and *self-sacrifice*. According to Perry (2008), *Public Service Motivation* indicators have slightly changed: *Attraction to a public servant*, *commitment to the public interest and civic duty*, *compassion*, and *self-sacrifice*.

PSM theory proposes an alternative to the rational choice theory that considers individuals as maximizers of pure self-interest from the personal utility that does not pay attention to moral obligations or values, which does not reflect the prevalent situation in public organizations where goals are not fully defined, and external rewards are not directly related to the achievement of goals (Miao, 2019).

This research focuses on how Public Service Motivation is implemented in delivering population services, especially Digital Population Identity. This study is expected to provide insight into the relationship between the motivation of public services owned by employees and the level of optimization of digital population identity services achieved, as well as identify factors that specifically influence public service motivation in the context of digital population identity services, which may differ from elements in other public service contexts. The study results are expected to provide practical recommendations for the population office in optimizing digital population identity services based on a deeper understanding of public service motivation.

2. Materials And Methods

This research uses a descriptive qualitative approach method. The subject of the study was the Office of the Population and Civil Registration Office of North Toraja Regency, with research informants consisting of the Head of the Population and Civil Registration Office of North Toraja Regency, Head of Population Registration Division, Head of PIAK, Staff, Operators and community users of IKD services.

The research instrument uses interview, observation and documentation methods. Esterberg (2002) interprets an interview as a meeting of two people to share information with questions and answers that can be construed into specific topics. The data analysis used uses the type of analysis from Miles and Huberman, namely the interactive data analysis method (Saleh 2017), which consists of data reduction, data presentation and conclusions.

3. Results and Discussion

Attraction To Public Policymaking

Interest in preparing public policy is an attitude that shows interest in knowing the political process of public policy, which will later become a guideline for its work in carrying out service activities. By understanding the process, employees can produce service outputs that meet the criteria needed by service recipients. Participation in the policy formulation process is a reinforcing factor of individual self-esteem. And being able to influence public policy is a central motive in public policy making (Adrian Ritz 2011).

Aspects of attraction to public policy making	Relevance with Optimization of Digital Population Identity Services
Leadership responsibility for the formulation of public policies related to Digital Citizenship Identity	The Head of the agency feels that policy formulation is a form of responsibility for the smooth running of population services, and his role in formulating policies is the key to improving the optimization of digital population identity services.
Involvement in the Policy Development Process	<ul style="list-style-type: none"> - Service leaders actively participate in policy formulation and structural officials in each field in the population office. - Staff and honorary staff are rarely or not involved. Limited authority often needs to be improved in the involvement of operator staff and honorary personnel in policy formulation.
Compliance with rules and technical guidelines related to preparing population administration service policies.	<ul style="list-style-type: none"> - The Head of the agency wants to ensure that the policies prepared are always by the latest rules relevant to digital population identity. - Dukcapil service employees are interested in following any changes in policies and rules for better service so that employees can provide effective and efficient digital population identity services.
The agency's role in developing employee motivation in the aspect of interest in policy formulation.	<ul style="list-style-type: none"> - The Head of the Office provides direction and responsibility to each field to propose programs and policies that support the optimization of digital population identity services.
Socialization and implementation of policies	<ul style="list-style-type: none"> - Continuous socialization is needed in the community regarding the use of digital population identity. - The lack of socialization about population administration regulations and policies affects the optimization of population administration services, especially in achieving service targets that could be more optimal.

Information obtained regarding the leading role in formulating policies related to population administration services only involves employees with positions. The Head of Service, Head of field, and Section Head at the Population and Civil Registration Office of North Toraja Regency showed interest in formulating population administration service policies and participated in preparing these policies. Employees whose main task is policy formulation show high motivation and interest in the political process of a public policy (Simon Anderfuhren-Biget, Frederic Varone, David Giaque 2013). Employees with a favourable view of public policymaking believe that what is done is a positive thing and beneficial to the community and make the policy a system for controlling organizational performance (Faturahman, Irawan 2019).

But the opposite is shown by staff-level employees and operators. The participation rate of staff and operators still needs to improve. This indicates limitations in the involvement of staff and honorary personnel in policy formulation. Informants' views reveal that, in practice, only certain officials are involved in policy-making, while staff and honorary personnel often need to be applied. Carrying out the daily duties of staff and operators in the population service reflects only compliance with the rules and technical guidelines that have been determined by the centre because, by the primary duties and functions of staff, only as implementers of each policy and are not directly involved in the preparation of the policy.

Increasing the participation and involvement of staff and honorary personnel in formulating population administration policies is essential because it can open opportunities for diverse perspectives, ideas, and experiences to be considered in policy formulation. Therefore, it is necessary to review policymaking practices and consider the more active role of staff and staff in this process, which can improve the quality of policies and public services that are more responsive to community needs.

Related to digital population identity services, the population office has actively developed programs and policies regarding Digital Population Identity services contained in the Annual Budget user list by programming pick-up activities, recording ID cards, and activating digital Population Identity to schools, schools, and even to areas deemed necessary. This is done so that the ownership of digital population identity in North Toraja Regency can be further optimized. In addition, there is also a policy that every community who comes to take care of documents and brings an Android or iOS-based mobile phone is required to activate a Digital Citizenship Identity before getting population document services. This is one form of service policy innovation taken by the population office as one of the steps to optimize ownership of digital population identity.

In addition to establishing an annual activity program, the population office also carries out socialization on the implementation of Digital Population Identity, which is carried out gradually starting from the government level with the hope that civil servants can become a driving force in digital population identity services for the people of North Toraja.

In preparing policies related to digital population identity, it is necessary to carry out a continuous evaluation to improve existing policies, especially in creating more innovative programs that can affect the optimization of digital population identity services in the North Toraja district.

Commitment to public interest and civic duty

Effective and responsible public services are essential in maintaining public trust in government institutions.

Aspects Commitment to public interest and civic duty	Relevance with Optimization of Digital Population Identity Services
Application of the Service Declaration	The Head of the Office ensures that the services provided are by the contents of the service declaration and that there is a commitment to compensate for service delays.
Compliance with rules and application of Standard Operating Procedures	In general, employees in the population office have carried out services by existing regulations and standard operational procedures to minimize procedural errors, which are part of the responsibility in providing digital population identity services.
Timeliness	Population service employees provide services according to the appropriate time and regulate the number of employees serving to be manageable at certain hours. Still, in conditions where the network is problematic, delays may occur.
Data correctness	Population office employees ensure the correctness of data by providing population documents so that they can be accounted for based on supporting

	data attached by the community. Minimize administrative procedure errors in service delivery by optimizing file verification counters.
Cost	All services are free of charge
Complaint Handling	The existence of a complaint counter helps in resolving community problems and complaints related to services.
Accepting Criticism and Suggestions	Population service employees are ready to receive constructive criticism and suggestions for optimising digital population identity services.
Facilities and Information	The facilities provided by the department are adequate, and there is an information and complaint room. In addition, procedures and requirements have been made in the form of banners to make it easier for the community.
Employee Discipline	Some employees have applied discipline in carrying out duties by minimizing delays or delays in completing work, but some employees also show a less disciplined attitude. All return to individual nature.
Leadership Role	Leaders provide direction, exemplify examples, and motivate employees to improve service optimization.

In general, for the implementation of indicators of responsibility to the public interest, employees of the Population Office have the motivation to provide good public services and are responsible for the public interest. Employees are committed to performing population administration services guided by existing rules and service standards. Whether it's about service procedures, document completion time, correctness of data or documents produced, timeliness in service delivery, and no fees for the entire population administration service. generated

The existence of a special counter for file verification plays a role in ensuring that all population documents produced are supporting documents attached by the community so that it is expected to minimize administrative errors. Likewise, the complaint counter is devoted to responding to complaints or community complaints related to the implementation of services obtained while handling population documents. Population service employees are very open to receiving criticism and suggestions from the community. They consider that constructive criticism can help improve the quality of service.

In the implementation of services at Dukcapil, there are limitations faced, mainly network problems, because it uses a centralized SIAK network, so if the SIAK server connection used in the implementation of services is disrupted, the service will be hampered. This shows that although employees are responsible, external factors that affect service indicate that not all factors that affect service are entirely under the control of employees. The individual factor of each employee also plays a vital role in the indicator of responsibility towards the public interest. Mainly related to punctuality, such as arriving late or procrastinating work, as well as the assumption that there is an element of brokering where employees ask for rewards in handling population documents can affect the image of the population and civil registration office in the eyes of the public. Supervision and evaluation of service quality is also essential as a form of responsibility to the public interest. Maintenance is carried out to prevent the occurrence of maladministration min, minimise procedural errors, and improve services.

The Head of the service plays a vital role in encouraging increased employee motivation regarding responsibility for the public interest. One of the essential steps the Head of the North Toraja Regency Population Office implements to improve employee motivation to be more responsible in carrying out duties is to give exemplary employee awards every year to help motivate employees to provide better service.

Compassion

Compassion includes altruism, sympathy for the general public, full moral support for the general public, desire to help others, importance to the interests of others, the attitude of feeling the feelings of others as a form of sincere and individual or personal attention given to customers by trying to understand customer desires (Perry, 2008).

Aspek Compassion	Relevance with Optimization of Digital Population Identity Services
Special services for priority groups	- Dukcapil service employees carry out services that accommodate the needs of vulnerable groups (elderly, people with disabilities, pregnant women, etc.) through special counters to make a positive contribution to optimizing digital population identity services.

Attitude in providing services	<ul style="list-style-type: none"> - In providing dukcapil employee services, operators have primarily applied the 5 S Principles (smile, greeting, greeting, courtesy, courtesy), which reflect empathy and care in creating a positive service experience. - Awareness to provide equal treatment in services without distinction of status or community background. - Be patient in explaining procedures and helping individuals who are struggling. <ul style="list-style-type: none"> - Providing friendly and responsive service to the community <p>1. The application of patience and care in helping people who need help can create optimal services</p>
Understand people's perspectives	<ul style="list-style-type: none"> - Employees who understand the community's perspective and position themselves as recipients of services to meet community expectations are essential in optimizing digital population identity services.
Challenges in the application of aspects of compassion	<ul style="list-style-type: none"> - Maintaining a friendly and patient attitude in its primary services at a time when employees have experienced fatigue due to the large number of people who take care of it, and also when dealing with people who are temperamental and impatient, reflects efforts to maintain empathy in situations that may be difficult important in maintaining the quality of digital citizenship identity services.
Placement of employees in the service room.	<ul style="list-style-type: none"> - Selecting and training employees who can maintain an empathetic and friendly attitude can improve the quality of digital population identity services. The selection and training of employees interacting directly with the community help ensure a compassionate and friendly attitude.
Leadership efforts in improving indicators of compassion among employees	<ul style="list-style-type: none"> - A limited budget to conduct training results in employees learning to understand community attitudes based on personal experience and - The efforts made by the Leadership are to set an example and example, carry out briefings regularly, and carry out performance evaluations.
Adjustment in service	<ul style="list-style-type: none"> - Adjustments are made if there is an urgent emergency, such as a disaster victim or in a sick condition.

In carrying out population administration services, especially Digital population identity, officers at the Population and Civil Registration Office need to show indicators of emotion, empathy, and compassion in their interactions with the community. Employees of the Population and Civil Registration Office of North Toraja Regency showed awareness of the importance of emotional feelings in providing services. Employees who can understand the feelings and needs of the community offer better service. They feel that identifying and responding to community needs is essential in building good relationships and increasing community satisfaction. At the time of the employee Faces people who are in particular situations, such as the elderly or people with disabilities, pregnant women and breastfeeding mothers, feelings of empathy are essential to be applied in providing adequate services. For this reason, the Population and Civil Registration Office of North Toraja Regency strives to offer services that pay more attention to the needs of people in these vulnerable groups by opening special counters for priority services so that they can be explicitly served and do not need to follow the queue. Compassion is multi-dimensional and consists of empathic concern and compassionate motivation, which can buffer burnout (Samios 2018, Ropes & de Boer 2021).

It is a challenge for employees to maintain feelings of emotion, empathy and compassion, especially when dealing with a temperamental society and often impatient. In this situation, employee patience is needed to continue to provide the best service. But, not all employees can apply empathy or pity when faced with a difficult situation; everything returns to the attitude and personality of the employee himself. With the limited official budget for formal training and education for employees, especially operators directly dealing with the community, developing further employee motivation related to implementing compassion in service delivery is challenging.

The Head of Disdukcapil has taken alternative actions to motivate and provide direction to employees, including regular briefings before the service begins and conducting monthly performance evaluations of the services carried out.

In addition, efforts to overcome challenges in carrying out this indicator must also be a priority, especially in terms of dealing with situations that may be challenging. Stress management and training

in effective communication may be factors that need to be strengthened in improving the ability of public service employees to deal with such situations to provide better service and minimize conflict.

Leaders need to understand well the characteristics and potential of individuals in the team to place employees who have direct interaction with the community, such as service operators. There needs to be a regular evaluation of the placement and arrangement of employees while still paying attention to the character and ability of employees in dealing with various situations in the delivery of population services. Leadership wisdom is needed in managing and placing staff so that the quality of public services is maintained and reduces the potential for conflicts when providing population administration services.

To obtain comparisons, researchers also interviewed the community regarding community opinions regarding the level of concern and empathy of dukcapil employees in providing population services. The conclusion of interviews with the community illustrates that the Population Office has a team of officers oriented towards good service and responsive to the community's needs. Their friendly attitude, willingness to communicate, and openness to community questions and complaints are essential to creating a positive service experience.

The community believes that Disdukcapil Toraja Utara employees have implemented concrete actions to provide easy-to-understand and transparent services to the community that provide easy access to the community in managing population documents and minimize obstacles that may arise due to unclarity or lack of information.

Disdukcapil has conducted services with a friendly, sincere, and communicative approach. They give attention to communities in need, especially in urgent situations. This reflects a commitment to providing exemplary service and being responsive to the community's needs, an essential feature of quality public services.

It is undeniable that in an organization or work team, each individual has various behaviors and attitudes. In carrying out public services, the quality of services depends on service providers' mood and behavior. Therefore, Leadership or management is needed to guide employees to deliver consistent services and be responsive to the community's needs.

Self-Sacrifice

Self-sacrifice is an attitude that includes love of the country (*patriotism*) so that it can be responsible for obligations or duties (*duty*) and loyalty to the public interest. The basis that makes an employee unite between responsibilities as an employee and represent his institution in carrying out services and a high awareness to sacrifice for the continuity of the organization, the willingness to prioritize the public interest above the interests of the shared Personal is part of his responsibilities as an organizer of public servants. (Perry, 2008)

Aspek Self-Sacrificed	Relevance with Optimization of Digital Population Identity Services
Sacrifice of time, energy, and finances	<ul style="list-style-type: none"> - The willingness of employees to make sacrifices in carrying out services indicates a solid commitment to support the optimization of digital population identity services. - This challenge arises due to budget constraints in implementing services but still trying to provide the best service.
Prioritizing public interest over private interest	<ul style="list-style-type: none"> - Employees, especially civil servants, are responsible for putting the public interest before private interests. 1. Willingness to sacrifice personal time for ministry duties even outside of work hours or holidays - This willingness reflects a high dedication to public services that support optimising digital citizenship identity, especially in achieving the targets set.
The balance between Rights and Obligations	<ul style="list-style-type: none"> - There is an understanding that self-sacrifice must be balanced with the rights and obligations of employees. - The fulfilment of employee rights is an essential factor in maintaining the self-sacrifice and commitment of employees in carrying out public service duties. - The importance of maintaining a balance between providing exemplary service and ensuring employee rights are fulfilled. - Complaints about delays in terms of payment of salaries to honorary employees create a dilemma in sacrificing personal time. - The challenge of maintaining an attitude of self-sacrifice in situations that require a compromise between self-interest and ministry duties

Contribution to society	<ul style="list-style-type: none"> - Civil servants feel responsible for carrying out their duties wholeheartedly according to the oath of office taken at the inauguration of civil servants. - Seeing self-sacrifice in carrying out the duty of service as a calling of the soul and worship - Satisfaction comes from the belief that these sacrifices provide positive societal benefits and support optimising digital citizenship identity.
The role of the service in increasing employee self-sacrifice	<ul style="list-style-type: none"> - The service through the Leadership always provides direction and motivation to employees to carry out service duties wholeheartedly, even prioritizing the interests of the community over personal interests. - The Head of the service plays a role in motivating and embracing employees to be willing to sacrifice for the benefit of the community. - There is an awareness that service targets must be achieved despite the limited budget.

Based on the data above, information can be obtained about indicators of self-sacrifice from population service employees related to optimizing digital population identity services. Most employees have applied self-sacrifice in service delivery. Employees feel that self-sacrifice, whether in the form of sacrifice of time, emotional energy or financial resources, needs to be used in the provision of services because they feel that self-sacrifice in service duties is a form of responsibility for the oath of office and also consider that self-sacrifice is also a form of worship. The more excellent employees prioritize the community's interests over personal ones, the higher their concern is to think about all actions that can impact optimizing services (Arfah 2018).

Employees in the Population Office already feel emotionally involved in their duties and tend to go the extra mile to optimize services to the community. Employees argue that applying self-sacrifice in public services can result in better services and more responsiveness to the community's needs. Self-sacrifice is often faced in the form of overtime work that has exceeded working hours, carrying out administrative services even on holidays, and undergoing a busy schedule to meet the community's needs. Self-sacrifice may serve to rationalize working in a job that may limit their upward mobility and financial gain, thereby leading to a positive relationship between Self-Sacrifice motivation and higher levels of satisfaction (Stefurak et al., 2020).

However, excessive self-sacrifice can also have a negative impact; extreme self-sacrifice can cause employees to feel physically and mentally exhausted, reducing productivity and quality of service provided. For example, if employees feel too attached to their duties, this can be used by superiors or others to take advantage. The imbalance of work life with personal life due to excessive self-sacrifice can hurt their well-being. In addition, each employee has different limits on self-sacrifice, and objective measurement becomes more difficult.

There is a need for a balance between the rights and obligations of employees in implementing public services, especially in the context of timely payroll. An employee who is committed to providing good public services is a positive thing. However, a balance between rights and obligations is also crucial. Employees who provide public service should feel valued and recognized for their efforts. In the case of salaries that are not paid on time, it can create an imbalance that can affect employee motivation to provide optimal service. If fundamental rights such as salaries are not met, employees can feel disrespected, which can negatively impact the public services they provide.

Addressing this issue requires serious attention from the Leadership. A balance between rights and obligations is essential in maintaining employee motivation to focus better on public services without the burden of untimely salary problems. A timely payroll can further increase employee motivation in carrying out services properly without the limitation of thinking related to untimely wages.

There are several challenges in measuring and managing self-sacrifice. It is difficult to measure objectively the application of the Self-Sacrifice Indicator in the implementation of Digital Citizenship Identity services, so it is difficult to evaluate the extent to which employee self-sacrifice affects public services.

4. Conclusion

Population service employees must understand and master the rules for implementing population administration services. However, the interest in actively preparing policies related to population administration services is still limited to structural employees or officials within the scope of the population service and has yet to involve all employees. The level of interest in preparing this policy is generally only shown by officials ranging from service and field heads to section heads. Employees in

staff and honorary positions are uninterested in participating in policy formulation. This is because there is an assumption that their role as staff does not support them to be involved in formulating public policies related to administrative services. After all, staff are only executors tasked with implementing these rules well in carrying out daily tasks. However, employees and operator staff are still willing to provide their ideas or opinions regarding policy formulation if allowed to be involved. So, it is crucial that leaders take action to increase employee interest in formulating policies related to population administration services. In general, population service employees are already highly committed to the public interest. Employees have tried to carry out activities responsibly per applicable standards, regulations and procedures because, as a public service, the population office must comply with binding rules regarding easy-to-understand service procedures, fast service times and the accuracy of service results documents. Regarding handling complaints, employees also respond to community complaints and carry out service procedures by existing Standard Operating Procedures. Most population service employees have applied empathy and care in providing population administration services. Employees provide services in a friendly, sincere and non-discriminating manner to provide satisfaction for people who perform their primary services of activating digital population identity. Although most civil servants have applied *compassion* in delivering services, it is undeniable that there are still some employees who are less friendly in providing services; this is marked by public complaints about the attitude of service providers who lack a smile and do not listen well to what is the community's needs. For this reason, the leadership role needs to be wise and constantly Evaluate the arrangement and placement of employees directly facing the community in providing services. For self-sacrifice, some population employees already have the awareness to work well and prioritize the interests of the community over personal interests; they have realized that it has become a consequence for employees who work in public services to be able to prioritize the interests of the community and put aside personal interests. However, on the other hand, there are still demands from employees regarding the need for a balance between rights and obligations in carrying out duties. Not only readiness to sacrifice but also must be a concern for leaders to continue to strive for balance in the delivery of services, especially in the payment of salaries or wages that are often late, to reduce employee motivation in carrying out tasks. Although, in general, population service employees already have high public service motivation in implementing digital population identity services, the awareness of citizens who need help understanding the importance of implementing digital population identity affects the realization and optimization of digital population identity services. To achieve optimization of digital population identity services, in addition to solid motivation from population service employees, it also needs to be supported by the active role of all stakeholders and the community because the implementation process certainly takes a long time and is implemented gradually. This problem can be overcome by conducting continuous socialization with the public about the procedures for activating digital Population Identity and providing an understanding of the benefits and advantages of Digital Population Identity in population administration services. It is also necessary to maximize the use of socialization media such as WA, website, and Facebook in conducting socialization.

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