



Transformative Service and Public Satisfaction: Insights from Indonesia's Public Service Malls

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Abstract

This study examines the influence of transformative service dimensions on public satisfaction at the Public Service Mall (PSM) in Payakumbuh City, Indonesia. While PSMs have emerged as integrated service innovations, a significant gap remains in understanding how specific transformative service dimensions affect public satisfaction in developing countries. Employing an associative quantitative approach, this research collected data from 220 service users through structured questionnaires and analyzed it using multiple regression. The findings reveal that individual well-being dimensions contributed the highest impact (57.2%), followed by group well-being (51.2%) and social well-being (38.9%). Simultaneously, these three dimensions explained 88.7% of the variance in public satisfaction ($F = 1704.067$, $p < 0.05$). These findings make theoretical contributions by extending the Transformative Service Research (TSR) framework to public administration contexts in developing countries and by identifying a hierarchy of service dimensions that shape public satisfaction. From a practical perspective, this research provides policymakers with empirical evidence on the importance of balancing individual and collective well-being interventions in the development of PSM. This study addresses a literature gap by providing the first empirical evidence on TSR application in integrated public service facilities within a non-Western developing country context, specifically Indonesia.

Keywords: Transformative Service; Public Satisfaction; Public Service Mall

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INTRODUCTION

Public service transformation in the modern era faces increasingly complex challenges in meeting the dynamic and diverse needs of society (Dwiyanto, 2018; Lanin & Adnan, 2014). The paradigm shift from conventional service models toward more transformative approaches has become a central focus in improving public service quality across developing nations (Vigoda-Gadot, 2016). In Indonesia, this phenomenon is characterized by the emergence of integrated service innovation through the Public Service Mall (PSM) concept, as regulated under Ministerial Regulation No. 23/2017 concerning the Implementation of Public Service Malls.

Although Transformative Service Research (TSR) has evolved as an analytical framework for understanding the relationship between service quality and public satisfaction, a significant gap remains in its application within developing country contexts. Previous studies, such as Baker, Gentry, & Rittenburg (2005 and Troebs, Wagner, & Heidemann (2018), have predominantly focused on TSR implementation in developed nations with well-established public service infrastructure. Meanwhile, the unique characteristics of developing countries, such as Indonesia—with its high socio-cultural diversity and infrastructure limitations—create distinct challenges in applying TSR principles. This gap becomes increasingly relevant as Indonesia undergoes significant transformation in its public service system, particularly through the innovation of Public Service Malls (PSM).

Payakumbuh City emerged as one of the pioneers in PSM implementation by inaugurating its integrated service facility in 2019. The Payakumbuh PSM has successfully integrated 23 government agencies providing 52 types of services through 28 service counters in a single location. This success is reflected in a significant increase in public visits,

reaching 67,009 in 2023, more than doubling from 27,751 visits in 2021 (DPMPTSP, 2023). This dramatic increase indicates a positive public response to the integrated service model (Anderson & Ostrom, 2015; King & Zanetti, 2014).

In the theoretical context, TSR provides a comprehensive framework that emphasizes three main dimensions of well-being: individual, group, and social (Anderson, 2013). In Indonesia, these dimensions hold particular resonance with the principles of "gotong royong" (cooperation) and collectivism inherent in public service culture. The implementation of PSM in Payakumbuh City serves as an ideal laboratory for testing how TSR principles can be adapted and applied within the local context. While Blocker et al. (2022) provide empirical findings on the effectiveness of the TSR approach in enhancing public satisfaction, these findings need to be contextualized within Indonesia's socio-cultural reality.

Nevertheless, previous research indicates gaps in understanding the specific contributions of each TSR dimension to public satisfaction, particularly in developing country contexts (Baker, Gentry, & Rittenburg, 2005; Troebs, Wagner, & Heidemann, 2018). Lanin & Adnan's (2014) findings regarding the positive correlation between transformative approaches and public service user satisfaction levels open opportunities for further exploration of this relationship's dynamics within integrated service contexts.

This research addresses these gaps through three main contributions. First, it develops a theoretical model that integrates TSR principles with the unique characteristics of public service delivery in Indonesia. Second, it provides empirical evidence on the relative effectiveness of each well-being dimension within the PSM context. Third, it presents a practical framework for policymakers to optimize integrated public services in developing

countries. Using Payakumbuh City's PSM as a case study, this research bridges the gap between Western transformative theory and public service practices in Indonesia.

This research addresses these gaps by comprehensively analyzing the influence of transformative service dimensions on public satisfaction at Payakumbuh City's PSM. Adopting the theoretical framework developed by Anderson et al. (2013), this study focuses its analysis on three main TSR dimensions — individual, group, and social well-being — as independent variables that affect public satisfaction. These findings are expected to strengthen theoretical arguments regarding the importance of transformative approaches in public Service (Ostrom et al., 2021; Mountasser & Abdellatif, 2023).

Theoretically, this research enriches the TSR literature by providing deep insights into how well-being dimensions interact with local socio-cultural contexts in shaping public satisfaction. Practically, these research findings provide evidence-based guidance for developing policies and strategies to enhance public service quality in Indonesia, particularly in optimizing the PSM model as an innovative solution oriented toward societal well-being (Anderson & Ostrom, 2015; Lanin, Saputra, & Magriasti, 2023).

Transformative Service represents a new paradigm in public Service, emphasizing fundamental changes in service systems. Rosenbaum (2020) defines transformative Service as the integration of consumer and service research focused on creating positive change and enhancing well-being. Empirical studies demonstrate that implementing transformative services contributes to increased public satisfaction. These findings indicate that the transformative approach effectively improves public service quality. Anderson et al. (2013) focused their analysis on three main dimensions of transformative public

Service: individual, group, and social well-being.

Public satisfaction represents a comprehensive evaluation of the quality of public services received by service users. Nagel & Cilliers (1990) define satisfaction as a response or feedback regarding the fulfillment of needs that exceed basic customer expectations. In contrast, Kotler et al. (in Tjiptono & Chandra, 2012) emphasize the importance of measuring satisfaction through complaint systems, ghost shopping, lost customer analysis, and satisfaction surveys. In this study, public satisfaction will be calculated using public satisfaction indicators based on Minister of Administrative Reform Regulation No. 14/2017, which comprises nine key indicators: requirements, procedures, service time, costs/tariffs, service products, implementer competency, implementer behavior, facilities and infrastructure, and complaint handling. The satisfaction model developed by Lanin & Adnan (2014) integrates a transformative service approach that demonstrates the effectiveness of public service transformation in enhancing public satisfaction.

Transformative Service, focusing on service well-being dimensions, has become a crucial paradigm for enhancing public satisfaction with public services. This multidimensional approach encompasses three main aspects: individual well-being, group well-being, and social well-being, which are integrated to form optimal service quality (Hendrizal, 2024). At the personal level, Vargo & Lusch (2016) assert that focusing on specific individual needs can create significant added value in public service contexts. This is reinforced by Parasuraman, Zeithaml, & Berry's (1988) findings, which identify that service personalization positively contributes to public service user satisfaction levels.

The group well-being dimension emphasizes the importance of collective approaches in optimizing public services.

Baker et al. (2005) found that group-based approaches can significantly improve the effectiveness of public services. Furthermore, a meta-analysis conducted by Walker et al. (2024) confirms that group-based interventions in public services yield larger effect sizes compared to individual approaches in the context of public satisfaction.

In the social well-being dimension, interactions between individuals in public service contexts play a crucial role in shaping collective perceptions of service quality (Zeithaml et al., 2018). A longitudinal study by Ochoa Rico et al. (2022) shows that the quality of social interaction in public service processes is positively correlated with overall public satisfaction levels. These findings align with Worthington's (2006) research, revealing that socio-interactional factors contribute to variations in public service user satisfaction levels.

Integrating these three dimensions creates a synergy that strengthens the impact of transformative services on public satisfaction. This is evidenced by

Hendrizal's (2024) empirical study, which demonstrated that a holistic approach to public Service yields higher public satisfaction compared to partial approaches. Lent (2004) reinforces these findings by identifying that integrative service models, which consider individual, group, and social well-being simultaneously, can explain substantial variance in public satisfaction. These findings underscore the importance of adopting a multidimensional perspective in designing and implementing transformative public services.

Based on the theoretical review presented, this study proposes an integrated conceptual model illustrated in Figure 1. This model depicts the synthesis of key constructs and their interrelationships. Through this visualization, one can gain a comprehensive understanding of the hypothesized causal relationships between research variables, particularly in explaining the influence of transformative Service on pubServiceisfaction.

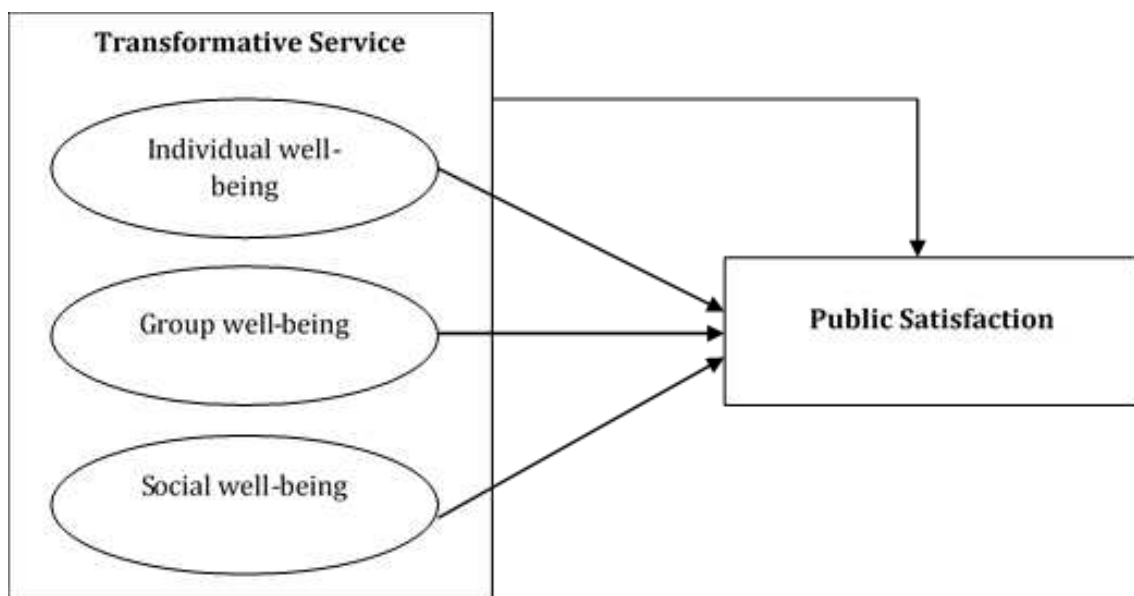


Figure1. Conceptual Framework
Source: Compiled by the Authors

This research framework integrates the Transformative Service Research (TSR) concept into the Indonesian public service context, explicitly analyzing its implementation at the Payakumbuh City Public Service Mall (PSM). The developed theoretical model provides an analytical foundation for explaining the multidimensional influence of transformative Service on satisfaction. Based on this conceptual framework, the study proposes hypotheses that transformative service dimensions — encompassing Individual Well-being, Collective Well-being, and Social Well-being — have a positive and significant influence on service users' satisfaction levels.

RESEARCH METHODS

This research employs an associative quantitative approach to analyze the influence of transformative service dimensions on public satisfaction. This approach was selected for its capacity to measure and quantify causal relationships between variables, aligning with the research objective of evaluating the relative contribution of each transformative service dimension.

The selection of Payakumbuh City's PSM as the research locus was based on several strategic considerations. First, Payakumbuh City's PSM is one of Indonesia's pioneering implementations of the PSM concept, successfully integrating 23 government agencies with 52 service types through 28 service counters. Second, this location demonstrates significant growth in visitor numbers from 27,751 (2021) to 67,009 (2023) (DPMPTSP, 2023), indicating ideal service transformation dynamics for research purposes. Third, this PSM has received national recognition for its public service innovations, making it a relevant benchmark for studying the implementation of TSR in Indonesia.

The research population encompasses all service users of

Payakumbuh City's PSM. A sample size of 220 respondents was determined using quota sampling, a number sufficient for robust statistical analysis at a 95% confidence level with a 5% margin of error. The accidental sampling technique was selected based on practical and methodological considerations: its compatibility with the dynamic patterns of service user visits, its ability to reach a broad spectrum of service users, its efficiency in data collection without disrupting service operations, and Its Accessibility to respondents from diverse socio-economic backgrounds.

Data collection was conducted through two primary methods: questionnaires and a documentation study. The questionnaire was developed based on transformative Service and puServicetisfaction indicators, utilizing a 4-point Likert scale. Instrument validity and reliability were tested using statistical analysis, with Cronbach's Alpha values >0.7 for all variables. The documentation study involved collecting secondary data from the Payakumbuh City PSM archives and reports, as well as relevant policy documents.

Data analysis proceeded through several stages: (1) Descriptive analysis to illustrate research variable characteristics; (2) Classical assumption tests including normality, linearity, heteroscedasticity, autocorrelation, and multicollinearity; (3) Regression analysis to test the influence of independent variables on the dependent variable; (4) Hypothesis testing using t-tests for partial effects and F-tests for simultaneous effects, with a significance level of $\alpha = 0.05$. All statistical analyses were performed using SPSS version 26 software. The researchers acknowledge several methodological limitations, one of which is the inability to control for response bias, as information provided by respondents may not always reflect their genuine opinions. To address these limitations, data collection was conducted

across various times and days to capture service user variations, and robust statistical analysis was employed to enhance the validity of the research data.

RESULTS AND DISCUSSION

The Public Service Mall (PSM) is an integrated facility that serves as a comprehensive public service delivery centre, offering a range of goods, services, and administrative services. This institution represents an expansion of the integrated service system at both central and regional levels, accommodating services from State-Owned Enterprises (SOEs), Regional-Owned Enterprises (ROEs), and the private sector. The primary objective of PSM is to establish an efficient, accessible, economical, and secure service system while contributing to the enhancement of global competitiveness in the context of improving the ease of doing business in Indonesia. PSM operations fall under the coordination of the Investment and One-Stop Integrated Services Agency (DPMPTSP).

The implementation of PSM in Payakumbuh City represents a public service innovation designed to address various challenges faced by citizens in accessing public services. This initiative gained a legal foundation through the Minister of Administrative and Bureaucratic Reform Regulation No. 635/2018, which amended Regulation No. 11/2018 concerning the determination of PSM implementation locations. Under this regulation, Payakumbuh City was designated as one of the regions required to develop PSM facilities. In its development, Payakumbuh City PSM has integrated 52 types of services provided by 23 agencies, encompassing both vertical and horizontal institutions. The spectrum of services offered includes population administration, business licensing, Health and Employment Insurance (BPJS) services, public utilities (Municipal Water Company), vehicle administration, driver's license renewal,

regional retribution, and services related to marriage, hajj pilgrimage, and land affairs.

Descriptive Analysis of Respondents' Demographic Characteristics

The descriptive analysis in this study focuses on respondents' demographic characteristics to provide a comprehensive understanding of the research participants' profiles (Saputra et al., 2024). The analyzed characteristics encompass four main variables: gender, age, education level, and types of services accessed.

The gender distribution among respondents is composed of 125 female respondents (56.82%) and 95 male respondents (43.18%) out of a total of 220 participants. Age group analysis reveals that the majority of respondents fall within the 31-40 years range, with 80 individuals (36.36%), followed by those aged 50 years or above, with 71 individuals (32.27%). Other age distributions include 41-50 years, with 36 individuals (16.36%); 21-30 years, with 28 individuals (12.73%); and below 20 years, with five individuals (2.27%).

Regarding educational background, the majority of respondents hold senior high school qualifications, with 83 individuals (37.73%) having this level of education. An equal number of 49 individuals (22.27%) were found in two categories: respondents with elementary and junior high school education and those with bachelor's and master's degrees. Meanwhile, respondents with diploma qualifications (DI/DII/DIII) numbered 39 individuals (17.73%).

Analysis of respondent distribution by service unit shows that the Population and Civil Registration Office (DISDUKCAPIL) had the highest number of visitors with 25 individuals (11.36%), followed by the Investment and One-Stop Integrated Services Office (DPMPTSP) with 22 individuals (10%), and the Social Affairs Office (DINSOS) with 21 individuals (9.55%). The Regional Technical Implementation Unit for Regional Tax

served 18 individuals (8.18%), the Immigration Office 15 individuals (6.82%), and the Traffic Unit 14 individuals (6.36%). The State Electricity Company (PLN) recorded 13 visitors (5.91%), while the Healthcare Social Security Agency (BPJS Healthcare), Regional Water Supply Company (PDAM), and Payakumbuh City PSM each served 12 individuals (5.45%). Other service units such as the One-Roof Administration System (SAMSAT) (5%), National Zakat Agency (BAZNAS) (4.55%), Food and Drug Administration (BPOM) (3.64%), Public Works and Spatial Planning Office (PUPR) (3.18%), One-Stop Integrated Services for Building Permits (DPMPTSP PBG) (3.18%), Employment Social Security Agency (BPJS Employment) (1.36%), National Land Agency (BPN) (2.27%), and Payakumbuh Tax Service Office (2.27%) each served fewer than 11 individuals.

Classical Assumption Prerequisite Tests

The subsequent phase in data analysis involves conducting classical assumption tests, which comprise a series of

prerequisite examinations to validate the appropriateness of the regression model. The significance of these tests lies in their foundational role in ensuring the validity and accuracy of analytical interpretations. In the context of parametric analysis, the fulfillment of these basic assumptions becomes a crucial determinant in selecting the appropriate analytical methods for subsequent stages. The classical assumption tests encompass several essential components: normality testing for residual distribution evaluation, multicollinearity testing for identifying interdependence among independent variables, heteroscedasticity testing for analyzing residual variance homogeneity, autocorrelation testing for verifying residual independence, and linearity testing for confirming the relationship characteristics between independent and dependent variables. Compliance with all these assumptions is a fundamental prerequisite for constructing a reliable regression model to analyze and predict relationships between variables.

Table 1. Classical Assumption Test Results

Variables/ Dimensions	Normality Test	Multicollinearity Test		Autocorrelation Test
	Kolmogorov-Smirnov Sig.	Tolerance	VIF	Durbin-Watson
Transformative Service	0.110	0.291	3.435	1.628
Individual well-being	0.199	0.885	1.130	
Group well-being	0.235	0.735	1361	
Social well-being	0.242	0.762	1312	

Source: Data Analysis Compiled by the Authors, 2024

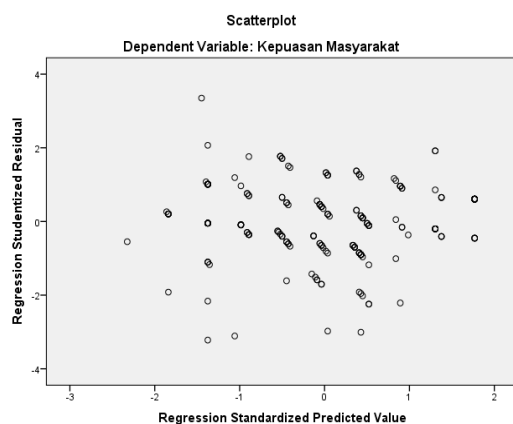


Figure 2. Heteroscedasticity Test
Source: Data Analysis, 2024

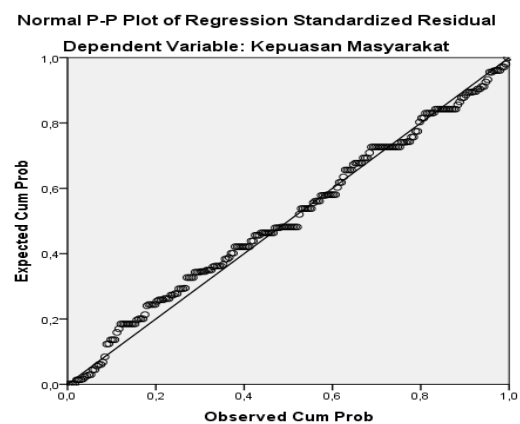


Figure 3. Linearity Test
Source: Data Analysis, 2024

A comprehensive evaluation of classical assumptions indicates that the regression model implemented in this study meets the required validity criteria. Normality testing using the Kolmogorov-Smirnov method yielded a significance value of $p > 0.05$, confirming a normal data distribution. Multicollinearity analysis indicates the absence of substantial intercorrelations among the independent variables, as evidenced by Tolerance values exceeding the 0.1 threshold and VIF values below the 10 threshold. Autocorrelation evaluation measured through Durbin-Watson statistics produced a coefficient of 1.628, affirming adequate residual independence. The heteroscedasticity aspect is also confirmed as satisfied, as reflected in the residual scatterplot visualization, which displays a random distribution, indicating homogeneous residual variance. Furthermore, linearity testing validates the existence of linear

relationships between independent and dependent variables. Based on this series of test results, the applied regression model demonstrates adequate validity in estimating the influence of attitude, professionalism, and service quality variables on public satisfaction.

Hypothesis Testing

The subsequent test involves research hypothesis testing using t-values with a significance level of 0.05. Testing was conducted through the Coefficients output in the SPSS program, where t-values are used to determine whether hypotheses are accepted or rejected. If the t-value ≥ 1.967 or the probability value (Sig.) ≤ 0.05 , then H_0 is denied, and the research hypothesis is accepted. The SPSS data processing results for the regression model can be used to evaluate relationships between variables, as shown in the Coefficients table output in the regression analysis.

Table 2. Hypothesis Test Results

No.	Variables/ Dimensions	Direct Effect	t-value	Sig.	Standardized Coefficients (Beta)
1.	Dimensions of Individual Well-being → Public Satisfaction	0.572	291.706	.000	0.757
2.	Dimensions of Group Well-being → Public Satisfaction	0.512	228.435	.000	0.715
3.	Dimensions of Social Well-being → Public Satisfaction	0.389	138.990	.000	0.624
4.	Transformative Service → Public PubServicesfaction	0.887	1704.067	.000	0.942

Source: Data Analysis Compiled by the Authors, 2024

1) The Individual Well-being Dimension ranks second in terms of its influence strength on Public Satisfaction, with a beta coefficient of 0.757 and a direct effect of 0.572. Statistical significance is demonstrated by a t-statistic of 291.706, which exceeds the critical value significantly, with a corresponding p-value of 0.000. These results illustrate that efforts to enhance well-being at the individual level have a substantial impact on public satisfaction levels. When personal needs and well-being are adequately

fulfilled, this directly contributes to increased satisfaction levels with provided services.

2) Furthermore, the Group Well-being Dimension makes a significant contribution to positive effects, with a beta coefficient of 0.715 and a direct effect of 0.512. A t-statistic of 228.435 with a significance of 0.000 confirms the reliability of these findings. These results suggest that well-being approaches that consider group dynamics within society play a significant role in shaping overall public

satisfaction. Programs designed to enhance well-being at the group level prove effective in building positive public perceptions.

- 3) While the Social Well-being Dimension shows relatively minor effects compared to other variables, it still demonstrates a significant impact on Public Satisfaction with a beta coefficient of 0.624 and a direct effect of 0.389. This is supported by a t-statistic of 138.990 and a significance level of 0.000. These findings suggest that broader aspects of social well-being, such as social cohesion and equal access to public services, play essential roles in shaping overall public satisfaction.
- 4) Transformative Service variables demonstrate the most dominant impact on Public Satisfaction, with a beta coefficient of 0.942 and a direct effect of 0.887. This is evidenced by an exceptionally high t-statistic of 1704.067 (well above the critical value of 1.96) and a significance level of 0.000 (below 0.05). These findings suggest that any improvement in transformative service quality will yield substantial increases in public satisfaction. Transformative Service, focusing on system change and improvement, is a critical factor in shaping positive public perceptions of the services provided.

Impact of Individual Well-being Dimension on Public Satisfaction

Research findings indicate that individual well-being has a significant impact on public satisfaction at the Payakumbuh City Public Service Mall, accounting for 57.2% of overall satisfaction levels. This substantial contribution demonstrates that when public service institutions prioritize individual well-being through cost-effective, time-efficient, and quality services, it directly enhances public satisfaction. Statistical analysis confirms this relationship ($t = 291.706$, $p < 0.000$),

aligning with Anderson et al.'s (2013) assertion that transformative services focusing on individual needs create meaningful changes in service outcomes. These findings emphasize the crucial role of individual-centered service design in achieving higher public satisfaction levels at government service centers.

Impact of Group Well-being Dimension on Public Satisfaction

Group well-being accounts for 51.2% of public satisfaction, making it the second-largest influential factor in transformative service delivery and highlighting the importance of community-centered service approaches. This significant percentage indicates that group dynamics play a crucial role in service satisfaction. Statistical analysis ($t = 228.435$, $p < 0.000$) aligns with Vargo & Lusch's (2016) service-dominant logic, emphasizing the importance of collective value creation in public services. Public services must strike a balance between individual needs and group well-being considerations to optimize service delivery outcomes.

Impact of Social Well-being Dimension on Service Satisfaction

The research indicates that social well-being contributes 38.9% to public satisfaction. Although lower than individual and group well-being contributions, this significant correlation suggests that public service institutions must consider broader social implications when designing and implementing service delivery systems. Statistical significance ($t = 138.990$, $p < 0.000$) supports Zeithaml et al.'s (2018) framework, suggesting that service transformation must meet both individual and collective social needs. Public service institutions need to integrate social well-being considerations into their service delivery strategies to enhance overall public satisfaction.

Simultaneous Impact of Transformative Service on Public Satisfaction

The combined effects of individual, social, and group well-being account for 88.7% of the variance in public satisfaction, demonstrating the comprehensive nature of transformative Service. This percentage indicates that the transformative service approach effectively addresses various dimensions of public service delivery. Regression analysis ($F = 1704.067$, $p < 0.000$) supports Anderson and Ostrom's (2015) theoretical framework on transformative service research, emphasizing the multidimensional nature of service transformation. Public service institutions must adopt an integrated approach to service transformation, considering simultaneously the well-being of individuals, society, and groups.

The finding that individual well-being dimensions contribute most significantly (57.2%) to public satisfaction has both resonances and divergences with previous research. This result confirms Vargo & Lusch's (2016) study, which found that focusing on individual needs creates significant added value in public service contexts. However, unlike Anderson et al.'s (2013) findings in developed nations, which show the dominance of social dimensions, this research reveals that in Indonesia, individual aspects exert a greater influence. This difference may reflect the unique characteristics of Indonesian society as it transitions from a collective to a particular orientation in public service expectations.

The group well-being dimension's contribution of 51.2% aligns with Baker et al.'s (2005) research on the effectiveness of group-based approaches in public service delivery. However, this percentage is higher than similar findings in developed nations (ranging from 30% to 40%), indicating the persistent strength of communal values in the Indonesian context. These findings enhance our understanding of how local cultural values can impact the effectiveness of public service transformation.

The lower influence of social well-being dimensions (38.9%) compared to the other two dimensions contrasts with Zeithaml et al.'s (2018) findings in developed nations, which demonstrated the dominance of social factors. This difference offers new insights into how public service needs can vary across different socio-cultural contexts.

Limitations and Future Research Directions

The results of the analysis reveal that the four dimensions studied form an interconnected system that influences public satisfaction. Transformative Service emerges as the primary driver of public satisfaction, supported by three complementary dimensions of well-being. This model demonstrates that a holistic approach integrating service aspects with various well-being dimensions proves effective in enhancing public satisfaction. These findings provide important implications for policymakers to consider the balance between improving transformative service quality and developing well-being programs in efforts to optimize public satisfaction.

The findings of this research have significant implications for public service transformation policies and practices in Indonesia. In terms of integrated service design, PSMs need to develop systems that balance service personalization with collective efficiency, supported by technology that enables customization without sacrificing standardization, while incorporating local values into service protocols. Capacity development should focus on staff training that emphasizes the balance between individual and collective approaches, supported by evidence-based competency development programs and performance evaluation systems that integrate well-being dimensions.

From a policy perspective, regulatory revisions are necessary to enhance service flexibility, develop standards that consider all three dimensions of well-being, and

provide incentives for service innovation. The monitoring and evaluation system should include comprehensive performance measurements with indicators from all three well-being dimensions, complemented by feedback mechanisms that facilitate continuous improvement. The implementation of these recommendations is expected to enhance the effectiveness of public service transformation and optimize public satisfaction with PSM services.

Although this research provides valuable insights into the impact of transformative Service, services still require further investigation. The complex nature of public service delivery and the evolving needs of citizens necessitate continued research on service transformation mechanisms. The study's R-squared value of 0.887 indicates that, while the model explains the majority of the variance, approximately 11.3% remains unexplained, suggesting the potential presence of additional factors. Based on these research findings, several directions for future research can be developed. Longitudinal studies are essential for understanding how public needs and expectations for public services evolve, particularly in the context of accelerating digital transformation. Additionally, inter-regional comparative research would provide valuable insights into how geographical, socio-cultural, and regional variations in development influence the implementation and effectiveness of PSM.

Given the increasingly crucial role of technology, in-depth analysis of technology integration in public service transformation, including service digitalization and process automation, becomes increasingly relevant. Future research should also investigate contextual factors, such as leadership, organizational culture, and institutional capacity, that influence the effectiveness of TSR implementation in the public service contexts of developing countries. Exploring

these aspects will enrich our understanding of the complexity of public service transformation and provide a stronger foundation for future evidence-based policy development.

Based on these findings, it is recommended that strategies for enhancing public satisfaction prioritize strengthening transformative service aspects while maintaining attention to developing programs that support well-being at individual, group, and social levels in an integrated manner. This multidimensional approach is expected to generate a significant impact and sustainably enhance public satisfaction. Theoretically, this research extends the application of Transformative Service Research (TSR) to developing country contexts, particularly Indonesia, by identifying cultural variations in well-being dimension hierarchies and developing an integrative model that connects TSR with local contexts. These findings enrich theoretical understanding of how TSR principles can be adapted and implemented in socio-cultural contexts different from where the concept was initially developed. Practically, this research provides an evidence-based blueprint for optimizing Public Service Mall, identifying priority areas requiring policy intervention, and offering a comprehensive evaluation framework to measure the effectiveness of service transformation. This dual contribution bridges the gap between theory and practice in public service transformation, providing a strong empirical foundation for more effective public service policy development and implementation.

CONCLUSION

This research provides robust empirical evidence that transformative service dimensions significantly influence public satisfaction at the Payakumbuh City Public Service Mall, Indonesia, with an integrated model explaining 88.7% of the variance in public satisfaction. The most striking findings

reveal that the individual well-being dimension contributes the highest impact (57.2%), followed by group well-being (51.2%) and social well-being (38.9%), indicating a hierarchy of service dimensions' importance in shaping public satisfaction. These results, validated through robust statistical analysis ($F = 1704.067$, $p < 0.05$), establish clear empirical linkages between transformative service approaches and enhanced public satisfaction within integrated service delivery systems.

This study makes substantial theoretical contributions by extending the Transformative Service Research (TSR) framework into the context of developing country public administration. By decomposing transformative Service into dService well-being dimensions and measuring their relative impacts, this research advances our understanding of how different service elements contribute to public satisfaction in integrated service facilities. These findings bridge an essential gap in the literature by providing empirical evidence of TSR application in non-Western developing country contexts, particularly in innovative public service delivery models such as public service malls.

The practical implications of this research are critically important for public service administrators and policymakers, suggesting that service design should prioritize individual well-being while maintaining a balanced focus on collective and social dimensions. However, several limitations warrant consideration in future research. The study's focus on a single public service mall in Indonesia may limit generalizability, and the cross-sectional nature of the data precludes analysis of temporal changes in service satisfaction. Future research should consider longitudinal designs across multiple service facilities and incorporate additional variables such as cultural factors and digital service integration to provide a more comprehensive understanding of transformative service dynamics in public administration.

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