

The Effect of Public Transparency, Competence the Quality of Public Services, and Customer Satisfaction Mediated by Apparatus Performance

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Abstract

The performance of State Civil Apparatus (ASN) employees is the result or output of the tasks and responsibilities carried out by civil servants in carrying out public service functions, government administration, and national development. The performance of State Civil Apparatus (ASN) employees in Indonesia still has several problems, including the lack of transparency in public services, employee competence, quality of public services, and inadequate facilities and infrastructure to support employee performance. This study uses a quantitative method with the SEM-PLS approach (SEM PLS (Structural Equation Modeling - Partial Least Squares) data collected through observation, interviews, and documentation. The results of the study indicate that (1) the performance of State Civil Apparatus (ASN) employees in Indonesia is less than optimal, seen from the lack of employee understanding of the tasks given and the low level of discipline, (2) inhibiting factors include the lack of quality human resources in terms of completing work, lack of employee discipline regarding working hours, and inadequate facilities and infrastructure to support employee performance. (3) driving factors include salary or allowances and a smooth internet network. To improve the performance of State Civil Apparatus (ASN) employees, the government of the Republic of Indonesia completes and renews existing facilities and infrastructure, to employees to improve discipline in terms of attendance according to the schedule set, and to the public to be more careful in terms of completing requirements when dealing.

Keywords: *Transparency, Competence, Public Services, And Performance.*

Introduction

The Government of the Republic of Indonesia has prepared guidelines for managing employee performance. This is a unified direction for individual performance management policies that emphasizes improving the quality and capacity of employees with the spirit of strengthening the role of leaders and building togetherness and collaboration between employees in achieving organizational goals and objectives.

Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) Number 6 of 2022 concerning the Management of State Civil Apparatus (ASN) Performance is a replacement for Regulation of the Minister of PANRB Number 8 of 2021 concerning the Civil Servant Management System. There are several changes and differences between Regulation of the Minister of PAN-RB Number 8 of 2021 and Regulation of the Minister of PAN-RB Number 6 of 2022. Among them are related to the scope of management, implementation and assessment of performance, work behavior, and SKP format. The general principle expected from this Regulation of the Minister of PAN is that Leaders and Employees must have the same perception in viewing employee performance management.

Performance appraisal is an important factor in developing an organization to be efficient and effective because performance appraisal has the purpose of evaluating and developing employees, in other words, performance appraisal is not only related to employee performance but also related to the evaluation of management policies such as recruitment, selection, and human resource planning, especially career planning. Through the performance appraisal, the actual condition of how the apparatus is performing can be known. Thus, the apparatus performance appraisal can be a good guideline in improving the apparatus performanc In previous research conducted by Muhammad Zaini

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(2019) studied the performance of State Civil Apparatus in Eastern Indonesia. The method used is a qualitative descriptive method with the main instrument in the form of data, analysis and interpretation of the meaning of the data obtained. The results of the study showed that employee performance was less than optimal due to the lack of supporting facilities and infrastructure for employee performance. Meanwhile, Bambang Sudaryana (2018) examined the performance of State Civil Apparatus in the General Section of the Regional Secretariat of the Province, Regency / City. The results of the study showed that ASN performance in terms of Timeliness, Effectiveness and independence was not good where the completion of work had not gone well so that it took a relatively long time, but in terms of independence it was still not optimal in other words not independent in completing work and problems or difficulties then ASN asked their superiors / colleagues to be able to complete the work.

The requirements for performance standards as explained by Abdullah (2014:115-116) in (Djoko setyo Widodo, 2020:45-48). According to Dwiyanto (2006:50-51) in Harbani Pasalong (2020:206-208) employee performance has five indicators to measure employee performance, namely:

1. Productivity, generally understood as the ratio between input and output;
2. Service Quality, information on public satisfaction is often easily and cheaply available;
3. Responsiveness, describes the ability of the public bureaucracy to carry out its mission and objectives, especially to meet the needs of the community;
4. Responsibility, whether the implementation of public bureaucratic activities is carried out in accordance with the principles of correct administration with bureaucratic policies, both explicit and implicit;
5. Accountability, Refers to the extent to which bureaucratic policies and activities are subject to political officials elected by the people.

Literature Review

Transparency Public

Transparency is the principle of creating mutual trust between the government and the community through the provision of information and ensuring ease in obtaining information is an important need for the community to participate in regional management. In relation to this, the regional government needs to be proactive in providing complete information about the policies and services it provides to the community. Transparency is a legal product that provides guarantees to regulate the right to obtain access and dissemination of information to the public. Moreover, transparency has indeed become a kind of international ethics that must exist to ensure the implementation of an accountable and transparent government system is one of the keys to realizing good governance. Transparency in the public is conveyed through print media, bulletin boards and through the village/sub-district government, but due to inadequate facilities and infrastructure, this program has not been able to be implemented optimally. The inhibiting factors are: lack of quality human resources, facilities and infrastructure, employment and access.

The Importance of Public Service Transparency

Transparency is a very important concept and is becoming increasingly important - along with the increasing desire to continue to develop good governance practices - which requires a special space for transparency in the entire process of organizing government and public services. In other words - the government at every level, especially at the service level that is in direct contact with the recipients of the benefits of the service - is required to be open and guarantee a space that can be accessed by stakeholders to various sources of information about the public policy process - budget allocation for the implementation of the intended policy and monitoring and evaluation of the implementation of the policy. A number of information points regarding the actions of service providers, for example: the reasons behind the action, the form of action required and the time and method of carrying out the intended action - must be available to stakeholders and the wider community. By freely accessing various information, it can indirectly foster public awareness to participate in assessing the extent to which the government's support - has accommodated the basic needs that have so far - been the hopes of the community. Regarding budget allocation, for example, the public and stakeholders have the right to obtain information on where the budget is obtained from, how much funds are allocated and whether the government spends the budget in such a way - for the benefit of the wider community or only for a certain group of people who provide recycling benefits for themselves or only for the benefit of certain

service officials. More than that - the public and stakeholders increasingly need to know whether the policies implemented along with a number of resources that support them, really produce measurable performance as expected or not. Experience is the best teacher - wise people say and for certain reasons, many policies that have been planned cannot be implemented as planned or many expenditures are disbursed - not as expected.

Transparency in Public Service Provision.

In Indonesia, the implementation of public services is generally based on the philosophy of the 1945 Constitution and Law No. 32 of 2004. Specifically for the transparency policy in the implementation of public services, it is outlined in the Decree of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia No. KEP/26/M.PAN/2/2004. The purpose of the Decree is as a reference for all public service providers to improve the quality of service transparency which includes the implementation of procedures, technical and administrative requirements, costs, time, deeds/promises, service mottos, locations, service standards, information, and officials who are authorized and responsible for the implementation of public services. The aim is to provide clarity for all public service providers in implementing public services so that they are of high quality and in accordance with the demands and expectations of the community.

In the context of transparency of public service implementers, implementers must be open to every action and ready to accept criticism or input, especially from the community, which is a primary need for the apparatus to understand the real aspirations of the community. Transparency is very necessary to reduce the chances of the emergence of apparatus behavior that can harm the state and society. Furthermore, according to Ratminto and Winasih (2005: 209-216), there are at least 10 (ten) dimensions or actual conditions that are expected to occur in the transparency of public service implementation, namely:

1. Management and implementation of public services must be informed and easily accessible to the public.
2. Service procedures must be made in the form of a Flow Chart. Work instructions for service providers.
3. Technical and administrative requirements for services must be clearly informed to the public.
4. Certainty of details of service costs must be clearly informed to the public.
5. Officials/officers who are authorized and responsible for providing services must be formally determined based on a Decree
6. The location of the service must be clear.
7. Service promises must be clearly written.
8. Public service standards must be realistic and published to the public.
9. Service information must be published and socialized to the public through the media.

Competence

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Wibowo (2016, p.271) According to McClelland, competence is defined as a fundamental characteristic possessed by a person that directly influences, or can describe, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, than what average performers do. (Zainal, Veithzal Rivai, et al. 2015, p.230)

Basically, many indicators affect the competence of a company's employees, competency indicators according to Ruky in Fadillah, et al. (2017), namely: 1. Personal character (traits), which is a physical characteristic and reaction or response that is carried out consistently to a situation or information. 2. Self-concept is a set of attitudes, value systems or self-images that a person has. 3. Knowledge is information that a person has about a certain specific area. 4. Skills (skills) Skills are the ability to perform a series of specific physical or mental tasks.

The civil service job competency standards prepared by each government agency according to the affairs within its scope of authority, are submitted to the Ministry of State Apparatus Empowerment and Bureaucratic Reform, to be determined as job competency standards.

Job competency standards determined by the Minister become standards in organizing civil service management that apply nationally.

The Quality of Public Services

According to Gronroos (1990:27), service is an activity or series of invisible activities (cannot be touched) that occur as a result of interaction between consumers and employees or other things provided by the service provider company that are intended to solve consumer or customer problems. Public service is a product of an organization for a particular institution to meet the needs of the community, both services and goods. These service and goods products must provide benefits and satisfaction to the community, by adjusting the needs and desires of the community. The service delivery system is implemented openly, efficiently, effectively and non-discriminatory. According to Sudarsono (1996:10) discussions about public services will involve related elements, namely: First; The government or bureaucracy that serves. Second; The community being served. Third, There is a relationship between the one serving and the one being served.

According to Fritzsimmom (1982) in the book Inu Kencana Syafii (2006: 116), service consists of three main elements, namely:

1. Relative costs must be lower
2. Time to complete is faster
3. The quality provided is relatively better

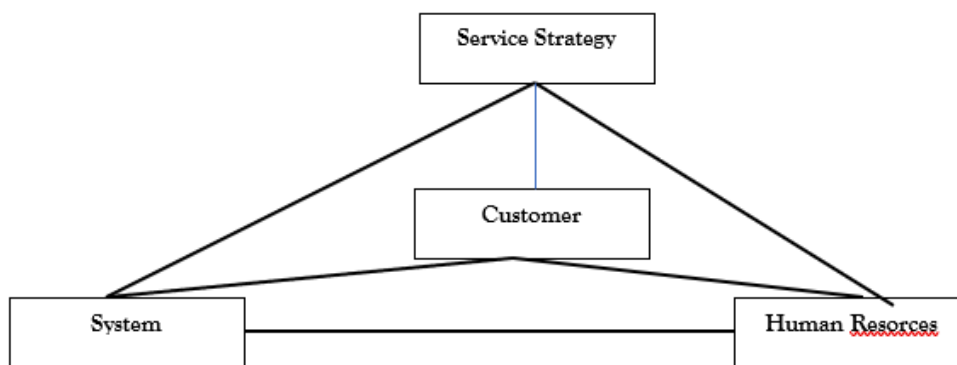


Figure 1 Public Service Triangle (Albrecht Zemke, 1990 in Abdul Sabaruddin (2005: 13)

Customer Satisfaction

Umar (2005) stated that customer satisfaction is the level of customer feelings after comparing what he received and his expectations. A customer, if satisfied with the value given by a product or service, is very likely to be a customer for a long time.

Thus, customer satisfaction is a customer response to the discrepancy between the previous level of interest and the actual performance he feels after use. Customer satisfaction is influenced by the perception of service quality, product quality, price and personal factors and those of a momentary situation.

Based on the description above, it can be concluded that customer satisfaction is a form of customer attitude that forms a desire to return to come and transact in a company and in this case is a company in the form of services.

According to Amir (2004), the characteristics of customer satisfaction are as follows:

- a) Customers are willing to make repeat purchases regularly.
- b) Customers are willing to buy other products and not just one.
- c) Customers are willing to recommend the products they buy to their closest friends.
- d) Customers do not easily switch to competing products.

While Griffin (2002) states that the characteristics of customer satisfaction are making repeat purchases regularly, giving outside the product / service line, referring to others and showing immunity to the pull of competitors.

Aparatus Performance

In doing a job, an employee should have high performance. However, this is difficult to achieve, even many employees have low or declining performance even though they have a lot of work experience and the institution has also conducted a lot of training and development of its human resources, to be able to improve the ability and work motivation of its employees. Low employee performance will be a problem for an organization or institution, because the performance produced by employees is not in accordance with what is expected by the organization. To provide an overview of employee performance, here are some explanations related to employee performance.

Performance can also be interpreted as an achievement that can be achieved by an organization in a certain period. The achievement in question is the operational effectiveness of the organization both in terms of managerial and operational economics. With performance we can find out how high the ranking of the achievement of success or even failure of an employee in carrying out the mandate he received. Meanwhile, human resource performance is a term derived from the words Job Performance or Actual Performance, meaning work achievement or actual achievement achieved by someone. The definition of employee performance put forward by Bambang Kusriyanto (1991: 3) in Human Resource Performance Evaluation (Mangkunegara, 2005: 9) is "Comparison of results achieved with the participation of labor per unit of time (usually per hour)".

Furthermore, Mangkunegara (2005: 9) stated that: "Employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Performance can be interpreted as the work performance of an employee towards the organization where he is based and is a combination of ability and effort made to produce the best performance. Based on the definitions of performance above, it can be stated that performance is the ability to realize employee work abilities in accordance with the duties and responsibilities of the work he is entrusted with. So improving employee performance is a process to improve work ability, work appearance or work performance of a person which can be done in various ways.

Methods

This study uses an explanatory research method, which is a method that aims to explain between variables through statistical testing in order to obtain an explanation of the variables (Saunders, et.al, 2009).

The approach used is a quantitative approach that can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, statistical data analysis, with the aim of testing the established hypothesis (Sugiyono, 2017).

The research method used is a survey method through data collection by distributing questionnaires offline or online through the Google Forms feature which presents questions/statements and answer choices that can be selected by respondents

The time of the research implementation uses cross-sectional, because the data is collected, processed, analyzed and then conclusions are drawn in one time period.

A population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2017). In this study, the population is certain, namely 100 District/City Regional Governments in Indonesia, consisting of:

Table 1 Details of the Study Population

No.	Name Province	Total City/Regency
1	West Java	27
2	Central Of Java	35
3	East Java	38

Total	100
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Statements in the questionnaire about the External Environment, Internal Environment, Digital Innovation Strategy and Digitalization of Public Services use a semantic differential measurement scale to measure certain attitudes/characteristics that a person has. Respondents can provide answers, in the range of negative to positive answers, which have 7 levels of answer preferences, each with a score of 7-1 where very positive answers are on the left side of the line, and very negative answers are on the right side of the line. The questionnaire was distributed online via the Google Forms feature using the WhatsApp application which presents statements/questions and answer choices that can be selected by respondents. Descriptive analysis is a statistic used to analyze data by describing or describing the collected data as it is without intending to make conclusions that apply to the public or generalization (Sugyono, 2017). Descriptive analysis refers to each variable studied and arranged in the form of a questionnaire, namely variable X1 (External Environment), variable X2 (Internal Environment), variable Y1 (Digital Innovation), variable Y2 (Digitalization of Public Services) and variable Y3 (Performance of Regional Government Organizations), statements in the questionnaire have a weight with a large number for that to make it easier to interpret the variables studied, a score categorization is carried out on the respondents' responses with a score between 1-7 as in Table 3.8 then processed to find out the total score and determine the ideal score, with the formula:

Ideal score = Highest Score x Number of Respondents

This verification data analysis is used to determine the influence of the External Environment, Internal Environment, Digital Innovation Strategy, Digitalization of Public Services and the Performance of Regional Government Organizations. Based on the conceptual framework and research paradigm, the framework of the flow of relationships between variables in the research is presented in the Figure below:

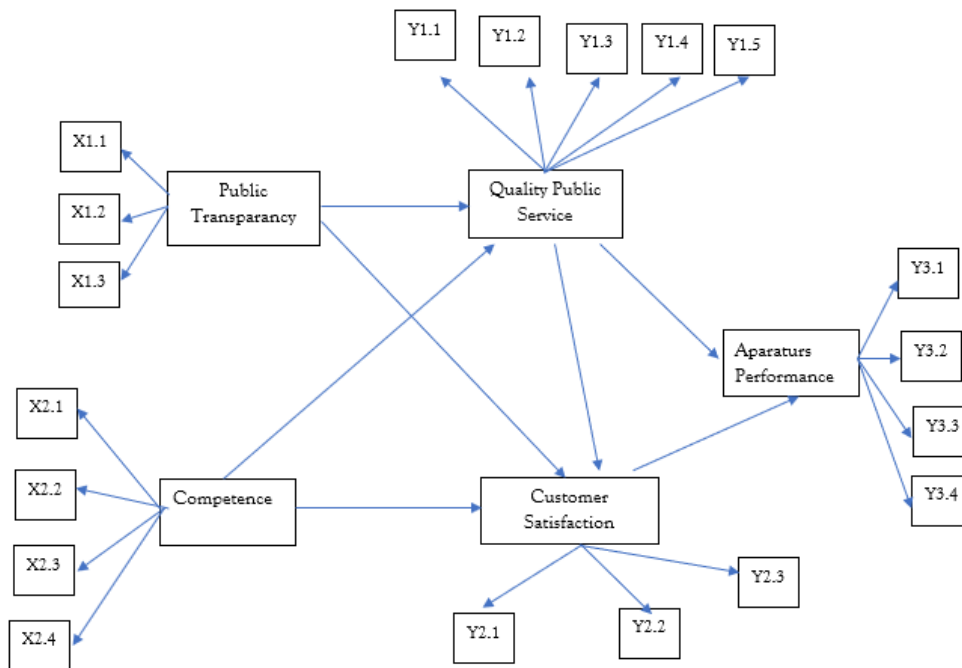


Figure 2 Structural Equation Model

PLS-SEM analysis consists of two sub-models, namely the measurement model or often called the outer model and the structural model or called the inner model.

Result and Discussion

Complete Measurement Model Equation

Figure 2 illustrates that the t-test value of the complete model is good for both the measurement model and the structural model. Furthermore, the following is a table showing the complete measurement model equation as follows:

Table 3. Complete Measurement Model Equation

Variabel	Dimensions	Value (Loading Factor)	Standard Error	t statistic	p-values	AVE	Composite Reliability
Public Transparency (X1)	X1.1 <- (X1)	0,956	0,008	114,23	0,000	0,891	0,961
	X1.2 <- (X1)	0,920	0,019	48,362	0,000		
	X1.3 <- (X1)	0,955	0,009	110,907	0,000		
Competence (X2)	X2.1 <- (X2)	0,836	0,026	32,141	0,000	0,846	0,956
	X2.2 <- (X2)	0,945	0,015	63,703	0,000		
	X2.3 <- (X2)	0,963	0,009	105,147	0,000		
	X2.4 <- (X2)	0,93	0,035	26,841	0,000		
Quality Of Public Service (Y1)	Y1.1 <- (Y1)	0,968	0,008	114,056	0,000	0,945	0,988
	Y1.2 <- (Y1)	0,979	0,005	204,469	0,000		
	Y1.3 <- (Y1)	0,965	0,008	116,055	0,000		
	Y1.4 <- (Y1)	0,982	0,005	188,458	0,000		
Customer Satisfaction (Y2)	Y2.1 <- (Y2)	0,979	0,018	54,502	0,000	0,969	0,99
	Y2.2 <- (Y2)	0,988	0,005	190,663	0,000		
	Y2.3 <- (Y2)	0,987	0,006	166,622	0,000		
Aparatus Performance (Y3)	Y3.1 <- (Y3)	0,639	0,144	4,43	0,000	0,656	0,882
	Y3.2 <- (Y3)	0,771	0,083	9,273	0,000		
	Y3.3 <- (Y3)	0,884	0,036	24,633	0,000		
	Y3.4 <- (Y3)	0,917	0,028	33,118	0,000		

Source:: Output SmartPLS

Table 3 is the complete model result for the loading factor value, AVE or composite reliability showing a high category, considering that all dimensions have a loading factor value greater than 0.6 or t statistic > 1.96 with a p value level less than 0.05, thus it can be said to be valid. Likewise, each dimension produces a composite reliability value greater than 0.70 so it is concluded to be reliable.

Conclusion

The District/City Government in Indonesia always strives to ensure that the performance achieved continues to increase in each budget year of activities, for that this study can be used as a reference as one of the efforts to improve performance. From the results of the calculations and analysis that have been carried out in the previous chapter on "The Effect of Public Transparency, Competence The Quality of Public Services, and Customer Satisfaction Mediated by Apparatus Performance In Indonesia", it can be concluded:

1. Review of Public Transparency is included in the good category with the most dominant dimension influencing it being the informative dimension, public transparency is included in the good category with the most dominant dimension influencing it being the openness dimension, included in the good category with the most dominant dimension influencing it being the Collaboration and Partnership dimension, Public Service is included in the good category with the most dominant dimension influencing it being the disclosure dimension, while for the Regional Government Organizational Performance variable, ratio data is used, where the data used for all dimensions has a limited distribution and all data is good data with the dimension that obtains the highest average value being the IKM (Public Satisfaction Index) dimension.
2. There is a positive but insignificant influence of competence on the quality of public services, this indicates that competence is not effective in influencing the quality of public services, even though the condition is good but overall it will not mean anything and will not affect the development and progress of the performance of the apparatus in Indonesia.
3. There is a positive and significant influence of public transparency on the performance of the apparatus, this indicates that competence is effective in influencing the performance of the apparatus, the better the condition of the Internal Environment, the better and increase the development and progress of the apparatus' performance.

4. There is a negative and significant influence of public transparency on the quality of Public Services, this shows that public transparency is effective in influencing the quality of public services, although the condition of public transparency is decreasing, the implementation of apparatus performance in the Regency/City Regional Government in Indonesia will be better and increase.
5. There is a positive and significant influence of customer satisfaction on the Performance of Government Organizations, this shows that customer satisfaction is effective in influencing the Performance of Regional Government Organizations, the better the quality of public services, the better and increased the Performance of Regional Government Organizations of Regency/City.
6. There is a negative but insignificant influence of customer satisfaction through the quality of Public Services on the Performance of Regional Government Organizations, this shows that customer satisfaction is not effective in influencing the Performance of Regional Government Organizations through the quality of Public Services, no matter how good the results of competence through the quality of Public Services later, it will not mean anything and will not affect the improvement of the Performance of Regional Government Organizations of Regency/City in Indonesia.

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