

Government Administration and Policy Implementations: A Cross-Sectional Research on Citizens Satisfaction

Feni Rosalia

Faculty of Social Politics, The University of Lampung

Email: feni.rosalia@fisip.unila.ac.id

<https://orcid.org/0000-0001-7409-7325>

Abstract

The government and the citizens must have a strong relationship to develop the better citizens living. Therefore, this study aimed to investigate the relationship between government demonstration quality, new policy implementation, and the satisfaction of the citizens with the moderating role of perceived responsiveness. The study is intended because the policy implementation by the Indonesian government isn't satisfactory for the citizen. A Likert scale questionnaire is used to collect the cross-sectional data with a simple random sampling method. The partial least-square-structural equation model is used for data analysis. The research found that Indonesian citizens' satisfaction is influenced by government administration quality and new policy implementation with moderating role of perceived responsiveness. The model developed by this research is an original contribution to the body of knowledge because this novel idea wasn't discussed by the existing studies. The research has deliberated significant practical as well as theoretical findings that have improved the literature with newly developed relationships and provided a strategic way forward to the government department for the satisfaction of the citizens in a strategic way respectively. In accordance, the research has recommended important future directions for scholars to enhance the model of citizens' satisfaction in the context of government policy implementation and quality of work.

Keywords

Government administration quality, new policy implementation, perceived responsiveness, citizen satisfaction, public administration

Introduction

The citizens in any country have a significant role in the government's performance because their confidence in the government is the key to their better living (Sumaryati, Praptika Novitasari, & Machmuddah, 2020). The developed nations are satisfied with their government performance because there is a strong relationship between the government work and the citizens' confidence in these countries (Andoko, 2020). Those governments that have effective strategies for the citizens for their better working, these governments are working reasonably to develop their best strategies for appropriate learning (Roziqin, Mas'udi, & Sihidi, 2021). Indeed, the citizens are required to have confidence in the government that is developed with the

appropriate support from the government (Rahayu et al., 2020). No doubt, the system of digital government is started to inform the public about the working progress of the government, but the practical implementation of these policies for the citizen's matters directly in the case of government performance and improvement (Rahayu et al., 2020). Furthermore, the researchers reported that the satisfaction of the citizens related to the government policies is critical because it is considered the moral and ethical support of the government (Fatem et al., 2018). Governments that are working in the confidence with the citizens, these working bodies are required to develop and implement policies that are critically significant for the improvement of the government sector (Nurdin, 2021).

The people of Indonesia also have different concerns related to the working performance of their government and other administrative bodies (Nurlianto, 2020). The concern of these citizens is to have information related to the policy's development and its appropriate implementation for the benefit of the public (Napitupulu, Syafrullah, Rahim, Amar, & Sucahyo, 2018). The public of Indonesia, specifically the youth is well informed and they raise their voice against any kind of odd activity performed by the government (Roziqin, Kismartini, Fajrina, Salahudin, & Sulistyaningsih, 2022). The study reported that the government sector's working performance is necessary for the proper development of policies that are critical to improving the confidence of the government (Lanin & Hermanto, 2018). The study reported that the sustainability of the government's working performance would be increased when the Indonesian public would have confidence regarding the working of their government (Tahili, Tolla, Saman, Ahmad, & Samad, 2021). In accordance, the women of Indonesia are also concerned about the performance of their government (Ayuningtyas, Haq, Utami, & Susilia, 2021). The interaction of the public with the government administrative department discloses the level of quality in service delivery (Asmorowati, Schubert, & Ningrum, 2022). When the people aren't satisfied with the performance of the government, these people have a negative working approach to the government institutes (Sarnoto & Hayatina, 2021). The study of the positive working of the government for the development of policies in the favor of people is the only way to get satisfaction from the people related to the working of government departments (Refly & Esti, 2020).

The study Zaitul (2021) reported that the satisfaction of the citizen by the government department is only possible when the policies are developed for a better living standard for the citizens. The research Sabani (2020) concluded when the citizens in any country are informed about the policies of the government, they develop positive behavior toward the government working. The study Sukmana, Aminuddin, and Nopriyanto (2020) asserted that government performance can influence the satisfaction level of citizens when they are getting appropriate benefits from it. The study Yulianti, Meutia, and Sujadmiko (2020) also reported that the level of satisfaction of the citizen matters a lot in the performance of the government. The study Yusuf

(2021) deliberated that the working performance of the government is necessary for better service providing to the citizens because they are informed in the current time. Pribadi and Kim (2022) concluded that the performance of the government would be improved when fair policies would be developed and the citizens would be satisfied with the government. The study Sabila and Febriansyah (2021) concluded that the working of the government sector in a fair way is necessary for the proper implementation of the developed policies, but there should be a strategic way to implement these policies. The research Aritonang (2017) reported that the performance of the government sector is necessary to be improved because based on this performance the legal actions related to the government sector are taken. Indeed, the study reported that the checks and balances on the working of public departments increase the satisfaction level of the citizens for governments.

No doubt, the studies in the literature have discussed different aspects of citizens' satisfaction and the performance of the government, but there is a dark area in the literature that was neglected by the researchers. Hence, this study aimed to investigate the relationship between government demonstration quality, new policy implementation, and the satisfaction of the citizens with the moderating role of perceived responsiveness. The model developed by this research is an original contribution to the body of knowledge because this novel idea wasn't discussed by the existing studies. The research has deliberated significant practical as well as theoretical findings that have improved the literature with newly developed relationships and provided a strategic way forward to the government department for the satisfaction of the citizens in a strategic way respectively. In accordance, the research has recommended important future directions for scholars to enhance the model of citizens' satisfaction in the context of government policy implementation and quality of work.

Literature Review and Framework

The satisfaction of citizens related to government performance is necessary for improving the working functions of the government department (Sumaryati et al., 2020). The citizens are the key stakeholders in any country, and their perception of the government matters a lot (Andoko, 2020). Many citizens that are educated and well informed about different information of the government functionality, think practically about the working of the government, and their personality is influenced by it (Roziqin et al., 2021). The citizens that seem less satisfied with the government, complain to the higher authorities about the non-cooperative employees and services designed for them (Basri, 2019). In this way, the satisfaction of the citizens is critical for their better living standards (Rahayu et al., 2020).

The quality of government work is considered the key to the successful working of government departments (Fatem et al., 2018). The facilities available to any public department by the government can improve its working in a productive way that can influence the satisfaction

level of the citizens (Nurlianto, 2020). The government is considered responsible to provide related services to the citizens with policy making (Nurdin, 2021). When the citizens are satisfied with the working of the government, they develop a positive attitude and their response and behavior to the government are accepted (Napitupulu et al., 2018). Furthermore, the government service should be in quality because the better services in the government sector are in the favor of those who are willing to improve the performance of the government sector productively (Lanin & Hermanto, 2018).

Indeed, it is the responsibility of the government department to develop new policies and implement these policies in a significant way (Tahili et al., 2021). The policy development process is based on different stages; however, the policy implementation process is also critical (Ayuningtyas et al., 2021). The policy implementation is challenging because this implementation can be a better source for the government department working to improve the service quality (Asmorowati et al., 2022). Furthermore, policy implementation with the help of the administration is possible when the developed new policies are following the requirements of the citizens (Sarnoto & Hayatina, 2021). The responsibility of the government is to provide reliable policies for the public over time to improve their satisfaction level with the government (Refly & Esti, 2020).

Perceived responsiveness is the attitude and thinking perception of the public regarding the working of a government department (Sabani, 2020). The government departments that are working fairly to provide all related policies to the people, the perception of people for these departments is improved (Sukmana et al., 2020). Furthermore, the public sector department isn't working fairly, and the management of this department isn't working appropriately to counter these challenges (Yulianti et al., 2020). Indeed, policy development is the process of government, but it should be to improve the perception of the people who are directly influenced by these policies (Pribadi & Kim, 2022). The responsibility of the government is to ensure that fair policies are being done at the right time for a better perception of the citizens (Aritonang, 2017).

The studies in the literature demonstrated that there is a connection between government administration and citizen satisfaction. The research Pitaloka and Tannady (2020) concluded that government department work should be fair because the citizens are directly influenced by this work. The study Purwanto (2020) demonstrated that the working of the government department should provide quality services to the public and the public is expecting something better from government departments. The study Pribadi and Kim (2022) concluded that the government's role is critical for service delivery because this factor is influencing service performance critically. The study Romi, Ahman, Suryadi, and Riswanto (2020) concluded that the quality work of the government department would be a better strategy to ensure that the

citizens are satisfied with the working of the government. The study Zaitul (2021) also concluded that unsatisfied citizens with the government are not obligated to all the policies of the government, and in democratic countries, the voice of the public against the government matters a lot. Furthermore, Soelton et al. (2020) concluded that the government administration should adopt the new working practices that would be fair for the quality of work. The research Andoko (2020) reported that the quality of government department performance is ensured when the citizens seem satisfied by the working of the public sector department of the government. The research Roziqin et al. (2021) also highlighted that the less quality of working and satisfying the citizens is a big challenge for the government department working. Indeed, Basri (2019) rightly reported that the public in any country would be satisfied only one way when the role of government would be increased to perform well for the sustainable development and satisfaction of the public in their routine work.

The research Rahayu et al. (2020) reported that the new policies in any country are directly influencing its public because they are sometimes the victim and sometimes the beneficiary of the new policies. The study Fatem et al. (2018) highlighted that the government should be fair in the development of new policies because in any country people from every set of life are living. Nurdin (2021) rightly demonstrated that the policy of the government department should be in the favor of people and they should be informed about it. Indeed, Nurlianto (2020) concluded that when the policies of any government are following the working of the government department, these policies wouldn't be a challenge for the government departments and the citizens. The sustainability in the living standard of the citizens is necessary, and according to Napitupulu et al. (2018), the government should develop and implement new policies that are directly benefitting the new government and its working style. Also, Lanin and Hermanto (2018) reported that the government policies related to the modernization in the health and education sector can influence the citizens in a positive way when they believe that the government is providing them all related opportunities for their fair working. The study Chaniago (2021) highlighted that the implementation of the new policy shouldn't be in a strict way, but proper planning should be done, and the public should be informed about the new policies. Moreover, Tahili et al. (2021) reported that the behavior of citizens can be a better influencer when they perceive that the policies of the government are in favor of fair working. Moreover, the new policies for the citizens developed and implemented by any government improves the confidence of government by the citizens, asserted by Syam and Chandrarin (2019).

The perception of citizens related to the services of government is necessary for the government to consider, as reported by Ayuningtyas et al. (2021), the negative perception of the public to quality administration is a time of disaster for the government. The study Asmorowati et al. (2022) reported that the performance of government departments in any country should be in

the favor of citizens, and the public should have confidence in the working of government departments. The research Sarnoto and Hayatina (2021) highlighted that the performance of the government departments would increase when there would be fair working of the government. Moreover, the study Refly and Esti (2020) demonstrated that the role of government sector departments is to improve performance with quality improvement as this quality is motivating the employees to perform well. The study Zaitul (2021) reported that the government sector working is beneficial only for the public, when they perceive that there is appropriate responsiveness from the government sector departments. Furthermore, Sabani (2020) reported that the government sector departments are required to improve their work and the rapid response to the public on their concerns is a major quality of work. Indeed, Yulianti et al. (2020) concluded that the citizens should be satisfied with the working of the public sector department because they perceive responsiveness matters a lot in the working of the government sector. In accordance, Sukmana et al. (2020) highlighted that the performance of the government sector would be improved when there would be the appropriate working of the government sector department. The study Yusuf (2021) reported that the perception of the public regarding the government sector responsiveness should be improved because it has a critical influence on the satisfaction level of the public. In addition, Pribadi and Kim (2022) concluded that the government sector performance is necessary for the betterment of the public, and there should be positive coordination by the government sector to the public.

The research Ayuningtyas et al. (2021) reported that the working of the government sector departments is necessary for the fair way to implement the newly developed policies for the citizens. Indeed, the study Asmorowati et al. (2022) highlighted that when there is a fair connection between the working of the government sector following the benefit of the citizens, the policies developed by the government are positively perceived by the public. The research Sarnoto and Hayatina (2021) highlighted that in this digital time, the public is well-informed about the policies of the government, and based on these policies rapid actions are developed for better living standards. In accordance, Zaitul (2021) concluded that the satisfaction of the citizen is necessary for the implementation of new policies, and the responsibility of the administration is the information the public about the newly developed policies for them. The study Refly and Esti (2020) concluded that the development of new policies is necessary for the improvement in the government sector performance to gain positive feedback from the public after implementing these policies. The study Yulianti et al. (2020) finalized that the government sector is directly influencing the development of new policies and these policies should be made fair for educated citizens. The study Pribadi and Kim (2022) demonstrated that the satisfaction of the citizen the public sector policies are necessary, and based on this satisfaction, the government sector can work in a more productive way to implement further strategies. Indeed,

Aritonang (2017) reported that the perceived responsiveness of the public regarding the new policies is critical for the successful implementation of these policies.

Hypothesis 1: Government administration quality positively influences citizens' satisfaction.

Hypothesis 2: New policy implementation positively influences citizens' satisfaction.

Hypothesis 3: Perceived responsiveness has positive moderation between government administration quality and citizens' satisfaction.

Hypothesis 4: Perceived responsiveness has positive moderation between new policy implementation and citizens' satisfaction.

The framework of this study is reported in Figure 1 representing the relationship between citizens' satisfaction with government administration quality, perceived responsiveness, and new policy implementation.

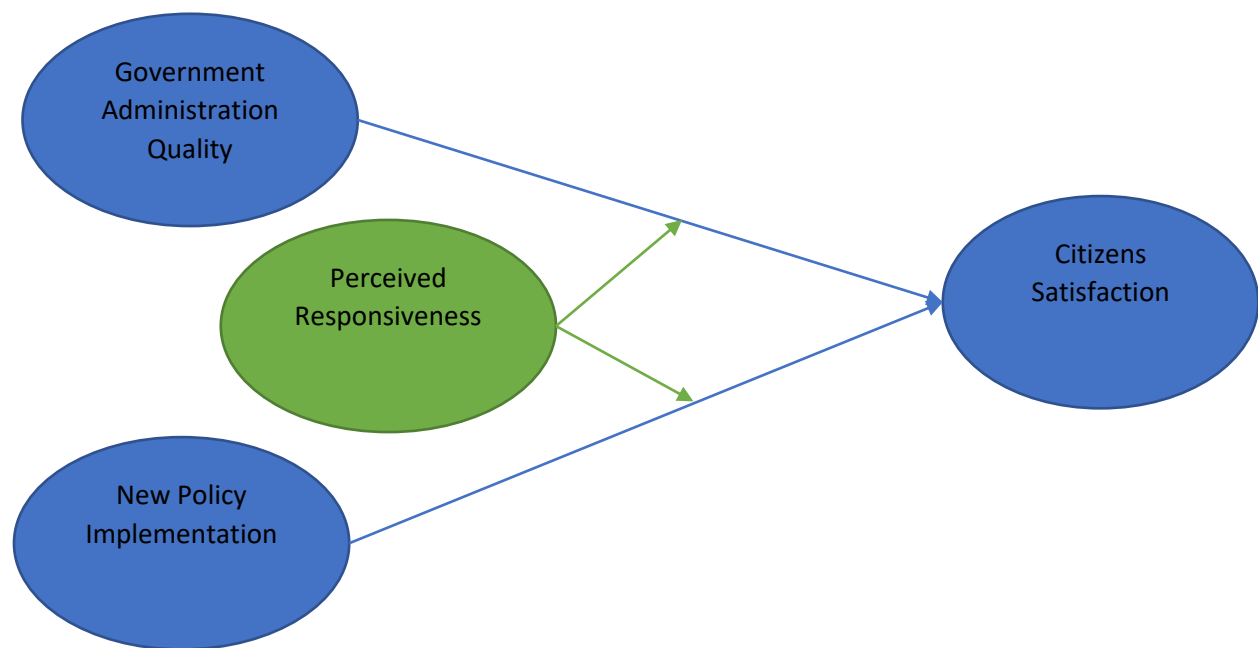


Figure 1. Citizens Satisfaction Framework

Methodology

This is “cross-sectional” research because the studies that collect responses from the general public in “social science” are mostly conducted on the cross-sectional design. Furthermore, Olsen and St George (2004) reported, “a cross-sectional study is a type of research design in which you collect data from many different individuals at a single point in time.” Indeed, this study has collected the data with the “simple random sampling” method that is also used in

studies where the data is taken from the general population. Accordingly, Etikan and Bala (2017) reported, “a simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen.” This way, the study can have taken data significantly. In addition, this research has used the “survey method” for data collection. Similarly, Moser and Kalton (2017) reported, “a survey method is the collection of information from a sample of individuals through their responses to questions.” This method is an effective way of data collection as reported by Sieber (1973), “surveying people in person, by mail or online are typically faster and less expensive alternatives to a data-collection method like observation.” Furthermore, this research has used a “Likert scale” questionnaire for the collection of data. Nemoto and Beglar (2014) explained, “a Likert scale is a type of rating scale, often found on survey forms or questionnaires, that measures how people feel about something which can be useful in many different situations.” Furthermore, this research has adapted “measurement items” from the existing studies in the body of literature to collect the data for the study. The researcher confirmed the “face validity” of the questionnaires from the experts. Nevo (1985) explained, “face validity is about whether a test appears to measure what it's supposed to measure”. The measurements adapted by Ryzin (2004) are used in this research to investigate the direct and positive impact of government administration quality on citizen satisfaction. Furthermore, the measurements adapted by Tummers, Vermeeren, Steijn, and Bekkers (2012) are used in this research to investigate the direct and positive impact of new policy implementation on citizen satisfaction. In addition, the measurements adapted by Beshi and Kaur (2020) are used in this research to investigate the moderating and positive impact of perceived responsiveness between the relationship of government administration quality, new policy implementation, and citizen satisfaction. Also, the items for citizen' satisfaction are taken from Jinhua, Yong, and Peng (2010). These items are taken very carefully to collect the data and integrated into the final questionnaire. The “population” of this research are the citizens of Indonesia irrespective of their gender and age. The study has considered the “sample size” of 400 because this sample size is justified by “Morgan's Table” when the population of any research is large in number. In addition, to collect the data from the appropriate respondents, the study is briefed to the respondents in different hotels and shopping malls. They were informed about the clear objective of this research. Furthermore, the respondents were ensured that their personal information wouldn't be available to any third party or government agency. The research questionnaires are provided to them and later collected back after the collection of appropriate data. This research has developed 585 questionnaires, but the response is collected on 413 questionnaires and the sample of 400 is finalized for this research.

Data Analysis and Results

The research has investigated the “PLS Algorithm” findings for determining the “reliability and validity” of the research. For it, the research determined “Cronbach's alpha (α)”, “composite

reliability (CR)", "and average variance extracted (AVE)". As stated by Raykov (1997), "composite reliability (CR > 0.70) is a measure of internal consistency in scale items, much like Cronbach's alpha." As stated by dos Santos and Cirillo (2021), "average variance extracted (AVE > 0.50) is a measure of the amount of variance that is captured by a construct about the amount of variance due to measurement error." As stated by Wolff and Preising (2005), "factor loading shows how well an item represents the underlying construct and it must be over 0.70." As stated by Tavakol and Dennick (2011), "Cronbach's alpha ($\alpha > 0.70$) is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability." The findings of "reliability & validity" are presented highlighted in Table 1. Furthermore, the graph of " α " is reported in Figure 2, the graph of "CR" is reported in Figure 3 and the graph of "AVE" is reported in Figure 4.

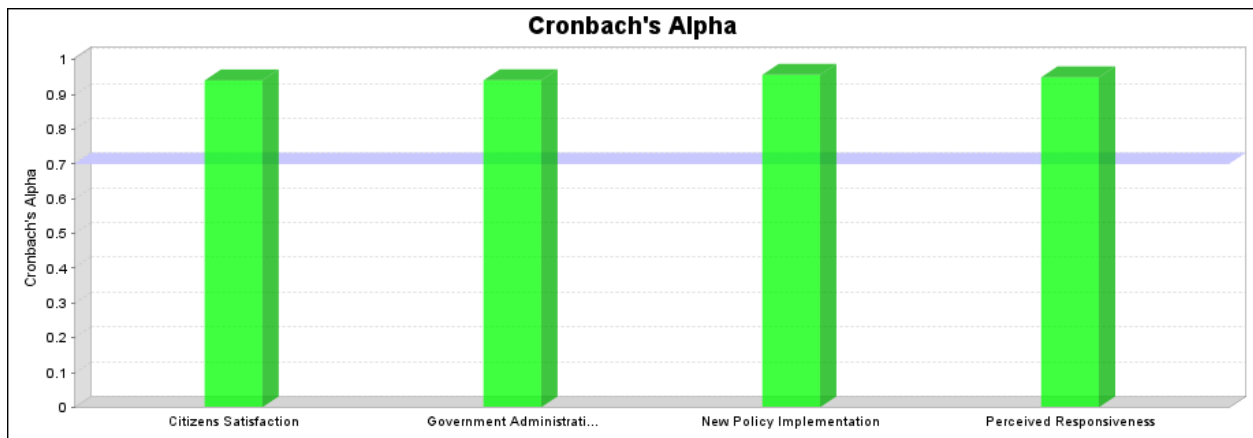


Figure 2. Cronbach Alpha Graph

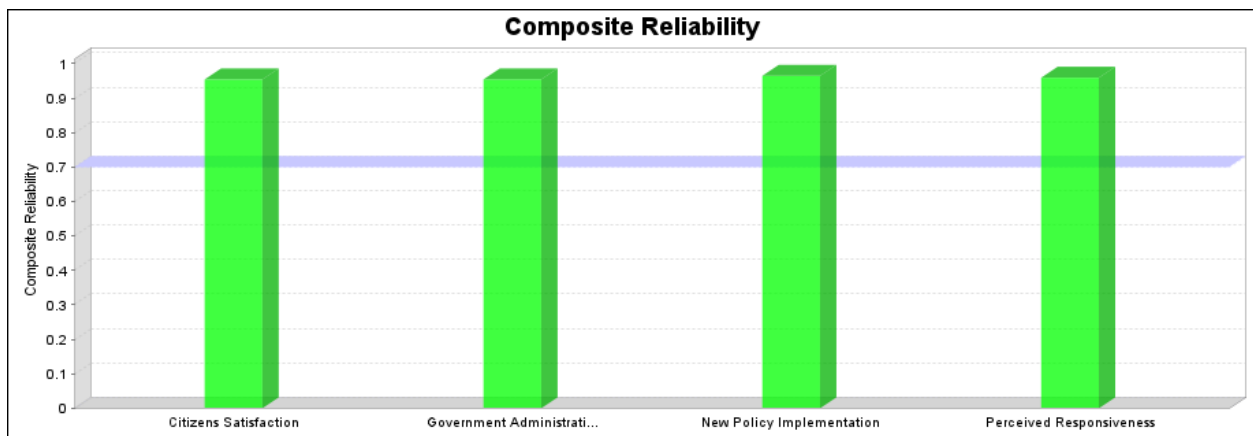


Figure 3. Composite Reliability Graph

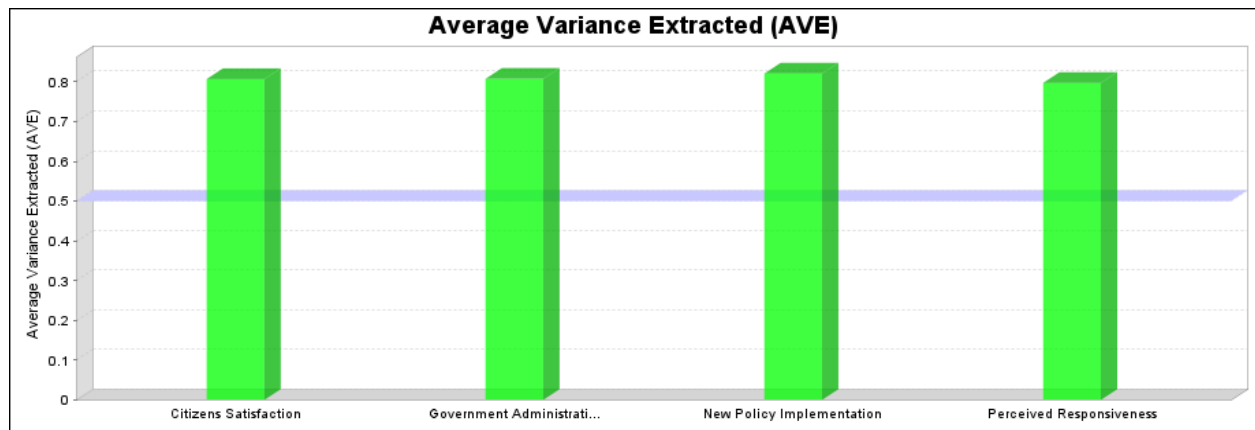


Figure 4. Average Variance Extracted Graph

Table 1. Factor Loadings, Cronbach' Alpha, CR, AVE

<i>Variables</i>	<i>Items</i>		<i>Factor Loading</i>	α	CR	AVE
<i>Citizens Satisfaction</i>	CS1	<i>I am satisfied with the government administration.</i>	0.877	0.940	0.954	0.807
	CS2	<i>The government is working for the citizen' benefit.</i>	0.910			
	CS3	<i>The government has done critical work for citizens.</i>	0.910			
	CS4	<i>All public sector departments are working for citizens.</i>	0.903			
	CS5	<i>There is quality administration in my country's government.</i>	0.893			
<i>Government Administration Quality</i>	GAQ1	<i>The administration work is satisfactory.</i>	0.901	0.941	0.955	0.808
	GAQ2	<i>Government administration is improved over time.</i>	0.905			
	GAQ3	<i>As a citizen, I believe the working of government is fine.</i>	0.911			
	GAQ4	<i>I think the government should improve service quality.</i>	0.898			
	GAQ5	<i>I am satisfied with the government administration.</i>	0.879			
<i>New Policy</i>	NPI1	<i>New policies are devised for</i>	0.911	0.956	0.965	0.821

<i>Implementation</i>		<i>citizens' satisfaction.</i>				
	NPI2	<i>The new policies are different from existing policies.</i>	0.899			
	NPI3	<i>The government is facilitating use with new policies.</i>	0.895			
	NPI4	<i>The government considers citizens' feedback on new policies.</i>	0.903			
	NPI5	<i>The policy implementation is strategic and beneficial to the public.</i>	0.922			
	NPI6	<i>There is transparency in new policy implementation.</i>	0.906			
<i>Perceived Responsiveness</i>	PR1	<i>The government has responded through problem-solving.</i>	0.880	0.949	0.959	0.798
	PR2	<i>The government is responsible for service improvement.</i>	0.897			
	PR3	<i>I am satisfied with the government's rapid actions.</i>	0.899			
	PR4	<i>The administration is quick in problem-solving.</i>	0.901			
	PR5	<i>As a citizen, I think the government should improve its response.</i>	0.895			
	PR6	<i>The government is working strategically to satisfy the citizens.</i>	0.886			

Furthermore, the study also checked the findings of the "PLS Algorithm" for determining "cross-loadings" and "Heteritrait-Monotrait (HTMT)". As stated by Ab Hamid, Sami, and Sidek (2017), "discriminant validity tests whether concepts or measurements that are not supposed to be related are unrelated." In accordance, as stated by Costello and Osborne (2005), "cross-loading is to establish discriminant validity at the item level means there is a high correlation between items of the same construct and a very weak correlation between items of a different construct." As stated by Ab Hamid et al. (2017), "HTMT is a measure of similarity between latent variables." Likewise, as stated by Gold, Malhotra, and Segars (2001), "the threshold of HTMT is arguable, most of the publications recommend value should be below 0.90." The findings of "cross-loadings" are available in Table 2, and "HTMT" findings are reported in Table 3. These findings show that the research has significant "discriminant validity."

Table 2. Cross Loadings

<i>Items</i>	<i>Citizens Satisfaction</i>	<i>Government Administration Quality</i>	<i>New Policy Implementation</i>	<i>Perceived Responsiveness</i>
CS1	0.877	0.616	0.589	0.574
CS2	0.910	0.643	0.614	0.605
CS3	0.910	0.610	0.571	0.567
CS4	0.903	0.625	0.587	0.571
CS5	0.893	0.663	0.641	0.624
GAQ1	0.693	0.901	0.832	0.832
GAQ2	0.580	0.905	0.842	0.825
GAQ3	0.585	0.911	0.834	0.832
GAQ4	0.646	0.898	0.837	0.827
GAQ5	0.642	0.879	0.871	0.843
NPI1	0.628	0.861	0.911	0.825
NPI2	0.622	0.852	0.899	0.819
NPI3	0.575	0.840	0.895	0.852
NPI4	0.611	0.838	0.903	0.882
NPI5	0.590	0.866	0.922	0.875
NPI6	0.608	0.843	0.906	0.850
PR1	0.601	0.825	0.809	0.880
PR2	0.550	0.825	0.847	0.897
PR3	0.540	0.823	0.827	0.899
PR4	0.598	0.851	0.898	0.901
PR5	0.611	0.825	0.839	0.895
PR6	0.603	0.812	0.808	0.886

Table 3. HTMT

<i>Variables</i>	<i>Citizens Satisfaction</i>	<i>Government Administration Quality</i>	<i>New Policy Implementation</i>	<i>Perceived Responsiveness</i>
<i>Citizens Satisfaction</i>				
<i>Government Administration Quality</i>	0.744			
<i>New Policy Implementation</i>	0.704	0.789		

<i>Perceived Responsiveness</i>	<i>0.691</i>	<i>0.779</i>	<i>0.685</i>	
---------------------------------	--------------	--------------	--------------	--

The study has relied on the findings of “PLS Bootstrapping” for checking the significance of the hypotheses. The endorsed threshold “ $p < 0.05$ & $t > 1.96$ ” is determined for each hypothesis. The research reported that hypothesis one is accepted and the direct positive impact of government administration quality influencing the citizen’s satisfaction. Additionally, the researchers reported that hypothesis two is accepted and the direct positive impact of new policy implementation is influencing the citizen’s satisfaction. The findings of these hypotheses are reported in Table 4 and Figure 7. Accordingly, the study reported that the positive moderating role of perceived responsiveness is accepted between government administration quality and citizen satisfaction. Similarly, the graph presented in Figure 5 reports that the moderation of perceived responsiveness is strengthening the relationship between government administration quality and citizen satisfaction.

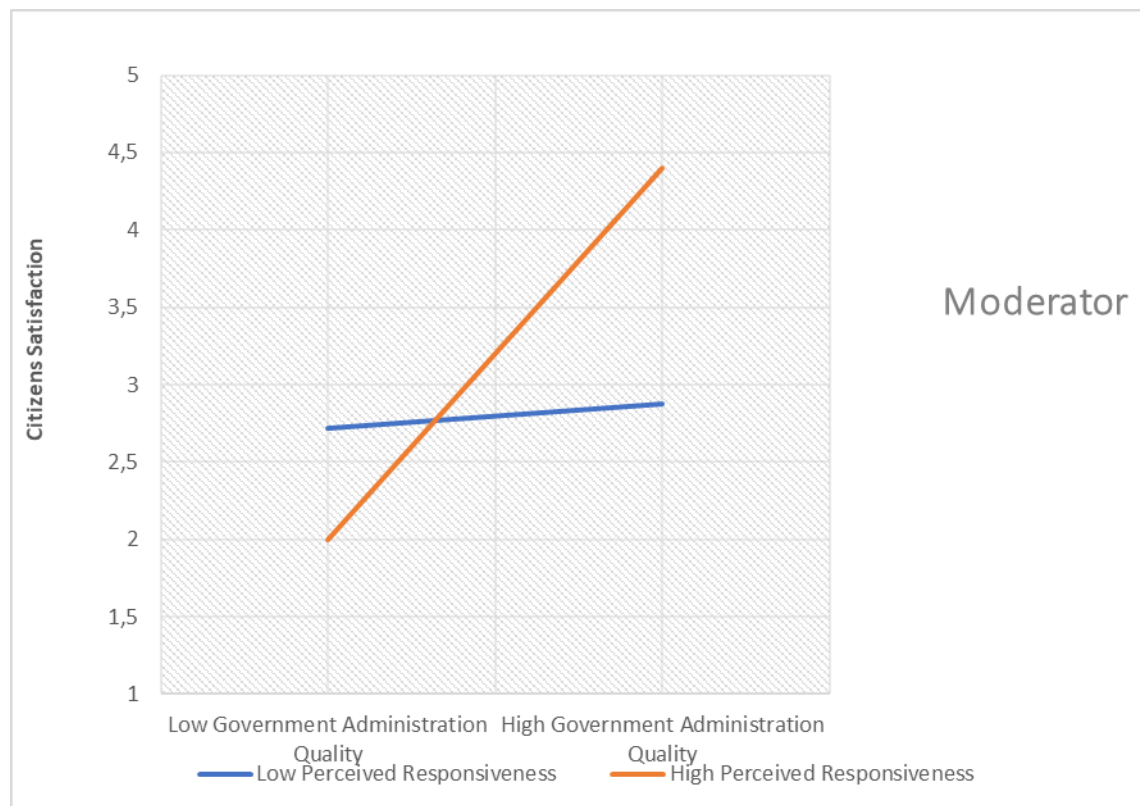


Figure 5. Moderation of Perceived Responsiveness between Government Administration Quality and Citizen’s Satisfaction

Finally, the study reported that the positive moderating role of perceived responsiveness is accepted between new policy implementation and citizen satisfaction. Likewise, the graph

presented in Figure 6 reports that the moderation of perceived responsiveness is strengthening the relationship between new policy implementation and citizen satisfaction.

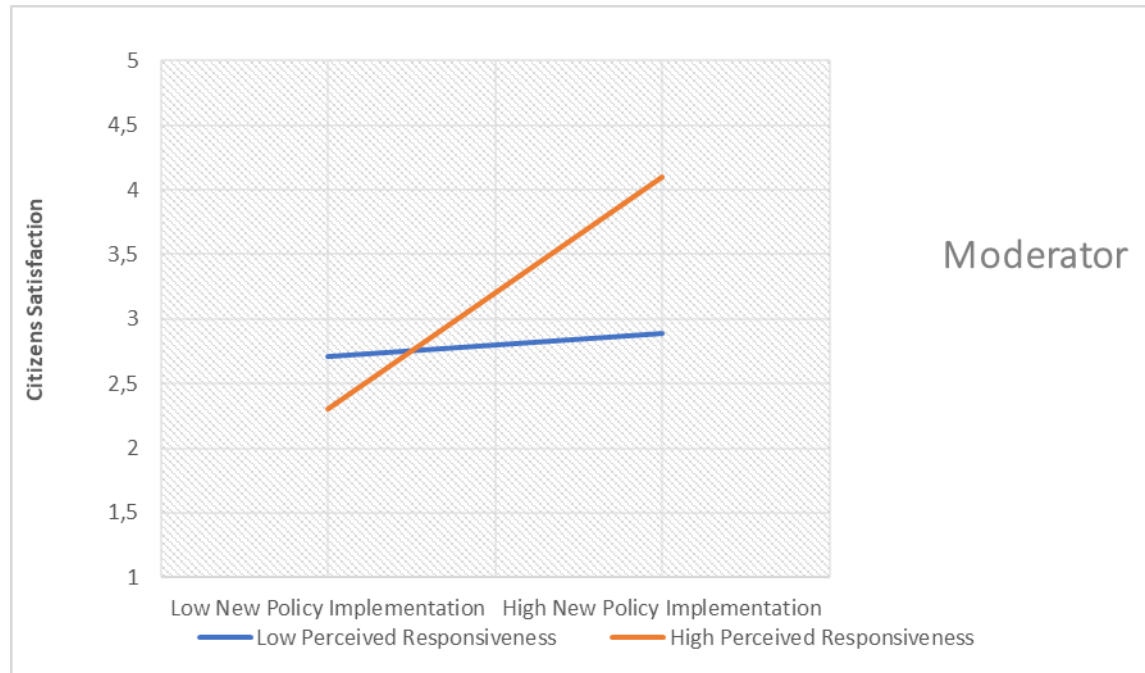


Figure 6. Moderation of Perceived Responsiveness between New Policy Implementation and Citizen's Satisfaction

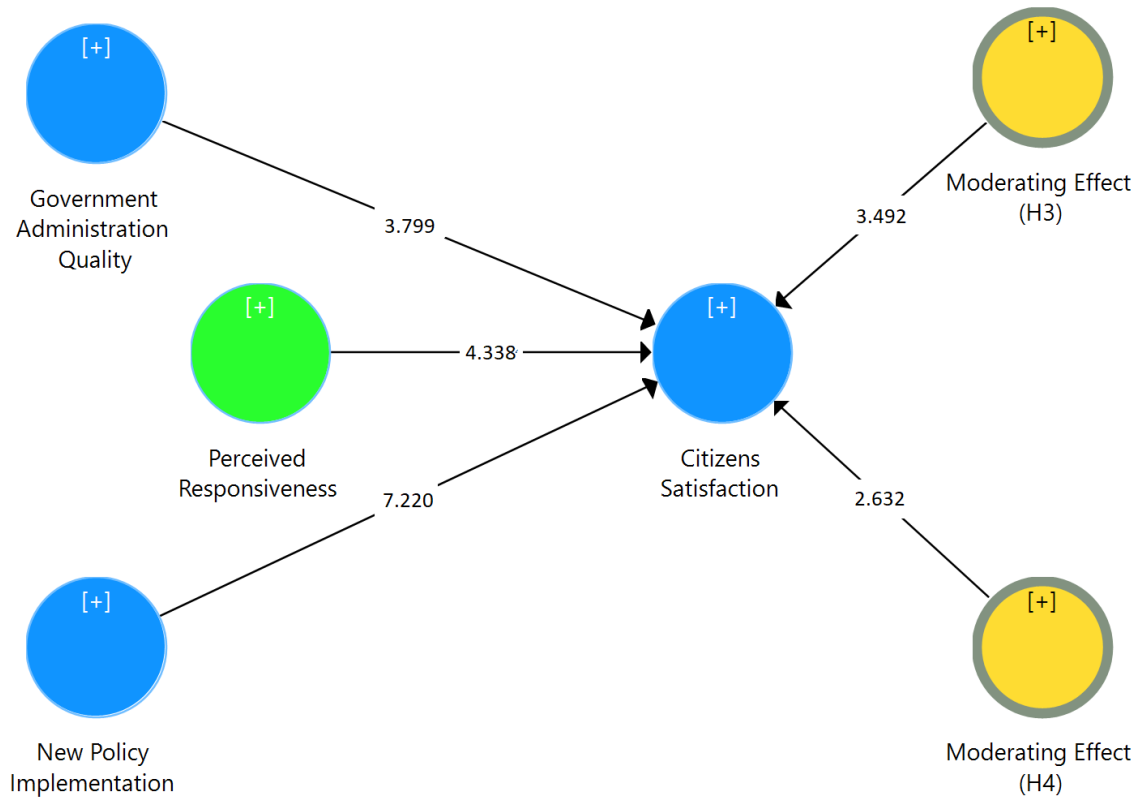


Figure 7. PLS Structural Model

Table 4. Hypotheses

<i>Path</i>	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
<i>Government Administration Quality -> Citizens Satisfaction</i>	0.641	0.169	3.799	0.000
<i>New Policy Implementation -> Citizens' Satisfaction</i>	0.491	0.068	7.220	0.000
<i>Moderating Effect (H3) -> Citizens Satisfaction</i>	0.561	0.161	3.492	0.001
<i>Moderating Effect (H4) -> Citizens Satisfaction</i>	0.404	0.153	2.632	0.009

Discussion

The findings of this research are obtained by the “partial least square – structural equation model”. The study has investigated the direct and moderating hypotheses, and the outcomes explain all hypotheses of this research are significant. Hypothesis 1 is accepted by the empirical findings and it is found that the government administration quality positively influences citizens’ satisfaction. The research Ayuningtyas et al. (2021) concluded that citizens who are dissatisfied with the government are not required to adhere to all of its policies and that in

democracies, the public's opposition to the government means a lot. Asmorowati et al. (2022) also concluded that the management of the government should implement new working procedures which would be fair for the quality of work. According to research by Sarnoto and Hayatina (2021), whenever the public is happy with how the government's public sector departments are operating, department performance is of a high caliber. Refly and Esti (2020) concluded that government departments' operations should be equitable as they directly affect the population. The study Zaitul (2021) showed that the public should receive quality services from government agencies and that the public has higher expectations of these agencies. The study by Sabani (2020) concluded that the government's role in providing services is crucial since it has a significant impact on how well such services are performed. According to Sukmana et al. (2020), ensuring that government departments produce high-quality work is a better way to guarantee that the public is happy with how the government operates. The study by Yulianti et al. (2020) also made clear that government departments face significant difficulties in providing citizens with high-quality service. Indeed, Yusuf (2021) accurately predicted that increasing the role of government to effectively support the sustainable growth and contentment of the public in their daily work would lead to the only way in which the public in any nation would be happy. This relationship is compared with the findings of previous studies on citizen satisfaction, and the conclusion of those studies also validated this result.

Hypothesis 2 is accepted by the study's findings and new policy implementation positively influences citizens' satisfaction. Pribadi and Kim (2022) contends that new policies should be developed and put into effect that directly benefit the new administration and the way it conducts itself to ensure the sustainability of the citizens' standard of living. Additionally, Aritonang (2017) stated that when residents perceive that the government is giving them all necessary possibilities for their fair job, government initiatives relating to modernization in the health and education sectors can have a beneficial influence on them. According to the research Sumaryati et al. (2020), new rules shouldn't be implemented strictly but rather after careful consideration and dissemination of information to the public. Andoko (2020) also noted that when people believe that the government's actions are supportive of fair labor, their conduct can be more positively influenced. Furthermore, Roziqin et al. (2021) claimed that new policies for citizens that are created and implemented by any administration increase citizens' trust in the government. According to the study Basri (2019), new laws in any nation have a direct impact on the general populace because they occasionally harm them and other times benefit from them. According to the study by Rahayu et al. (2020), the government should develop new regulations fairly considering people from all walks of life exist in every nation. Rahayu et al. (2020) correctly pointed out that the public should be educated about government policies and that it should be in their best interests. In fact, Fatem et al. (2018) concluded that when a

government's policies are in line with how its departments function, both the departments and the general public won't have any trouble with them. Also, this relationship is compared with the findings of previous studies on citizen satisfaction, and the conclusion of those studies also validated this result.

Hypothesis 3 is accepted significantly and the research demonstrated that perceived responsiveness has positive moderation between government administration quality and citizens' satisfaction. The research Nurdin (2021) stated that the public only benefits from government sector activities when they believe that departments within the sector are appropriately responsive. Nurlianto (2020) also stated that government sector departments must enhance their work and that a key component of job quality is a prompt reaction to public concerns. Napitupulu et al. (2018) concluded that residents must be happy with how government departments operate because how they are perceived as being responsive is crucial to how well the government functions. Accordingly, Roziqin et al. (2022) emphasized that when the government sector departments were functioning properly, the efficiency of the government institutions would be enhanced. According to the study by Chaniago (2021), the public's view of the reactivity of the government sector needs to be addressed because it has a significant impact on the general public's level of satisfaction. Tahili et al. (2021) also concluded that effective government sector performance is essential for the general welfare and that the public should benefit from effective government sector cooperation. According to Ayuningtyas et al. (2021), the government must take into account how the public feels about its services since a poor opinion of the public's quality of administration might spell doom for the government. According to the research Asmorowati et al. (2022), the public should have faith in the government department's ability to carry out their duties and that their performance should be favorable to the country's population. The study by Sarnoto and Hayatina (2021) showed that improved government department performance would result from more equitable government operation. Furthermore, the research by Sukmana et al. (2020) showed that it is the responsibility of government sector departments to raise performance standards because doing so will encourage workers to work hard. Likewise, this relationship is compared with the findings of previous studies on citizen satisfaction, and the conclusion of those studies also validated this result.

Hypothesis 4 is worthily accepted and it is found that perceived responsiveness has positive moderation between new policy implementation and citizens' satisfaction. In line with this, Pitaloka and Tannady (2020) concluded that to execute new policies, the citizen's pleasure was required, and it was the administration's duty to tell the public about these newly formed policies. The study by Purwanto (2020) concluded that to improve the performance of the government sector and receive favorable feedback from the general public following the implementation of new policies, new policies must be developed. The study by Pribadi and Kim

(2022) concluded that the public sector has a direct impact on the creation of new policies and that these policies should be fair to educated residents. According to the Romi et al. (2020) study, it is essential for citizens to be satisfied with public sector policies since only then can the government sector operate more effectively to implement new plans. Indeed, Zaitul (2021) stated that the public's apparent receptivity to the new policies is essential for their practical application. According to research by Ida and Saud (2021), implementing recently formulated policies for the people's benefit requires the fair operation of government sector departments. The research by Soelton et al. (2020) showed that the public has a favorable opinion of the government's policies when there is a fair relationship between how the government sector operates and how it benefits the people. According to the study by Sumaryati et al. (2020), the public is now well-educated about government policies, and quick responses are created in response to such policies to improve living standards. In accordance, this relationship is compared with the findings of previous studies on citizen satisfaction, and the conclusion of those studies also validated this result.

Implications

The study has enhanced the model of citizen satisfaction with remarkable findings. The model is enhanced because the newly developed relationships are added in it that weren't considered by the existing studies in the literature. The research has developed the model for the original contribution to the research. The study has introduced two direct and two moderating impacts in the literature on citizen satisfaction that have enhanced the literature. At first, the study deliberated that government administration quality positively influences citizens' satisfaction which is new in the literature as the earlier studies haven't concluded this relationship with cross-sectional research design. In accordance, the study has introduced the second direct impact that new policy implementation positively influences citizens' satisfaction, and this relationship wasn't tested in the literature before this research work. Significantly, this study has presented the moderating role of perceived responsiveness in two relationships that is accepted by its empirical findings and a contribution to the literature on citizens' satisfaction. The research introduced that perceived responsiveness has positive moderation between government administration quality and citizens' satisfaction. In the same way, perceived responsiveness has positive moderation between new policy implementation and citizens' satisfaction, and this relationship is newly developed in the literature. Indeed, the model of this research is an original and novel contribution to the body of knowledge carrying different relationships in it.

Practically, this study has also remarkable practical implications that are workable for the Indonesian government to improve the satisfaction level of the citizens. The research highlighted that the citizens are satisfied when they perceive that the government is working in

a better way to develop appropriate facilities for them. In accordance, the study demonstrated that the new policy implementation is the way to satisfy the citizens, but this policy should be developed in favor of the citizens. The study demonstrated that the new policies should be for the betterment of the Indonesian people because over time the traditional policies failed to support the different departments of the government. Likewise, the study pointed out that the government should enhance the productivity of the public department because the citizens have direct interaction with these departments. In addition, the study asserted that the Indonesian government is required to provide service quality in a better way with transparent administration because transparency in the administration is a way forward to the satisfaction of the citizen. Furthermore, the government should make sure that the feedback of the citizens is considered critically to improve the government policies because based on this feedback, the major decisions of the government are implemented. Indeed, the Indonesian government can work well to improve the level of satisfaction of the citizen, but their better working approach with quality administration and newly developed policies is considered by the citizens for their level of satisfaction.

Conclusion and Future Directions

In reality, the model developed by this research is an original contribution to the body of knowledge because this novel idea wasn't discussed by the existing studies. Furthermore, the research has deliberated significant practical as well as theoretical findings that have improved the literature with newly developed relationships and provided a strategic way forward to the government department for the satisfaction of the citizens in a strategic way respectively. In the end, the research has recommended important future directions for scholars to enhance the model of citizens' satisfaction in the context of government policy implementation and quality of work. The research model of citizen satisfaction should be enhanced by future studies, and scholars are required to check the direct impact of e-government services on citizen satisfaction. Furthermore, the scholars are also recommended to test the moderating role of citizens' perceived accountability between e-government services and the satisfaction of the citizens. In addition, the scholars are also recommended to test the moderating role of citizens' perceived transparency between e-government services and the satisfaction of the citizens. Likewise, the scholars are also recommended to test the moderating role of public trust between new policy implementation and the successful working of the government.

References

- Ab Hamid, M., Sami, W., & Sidek, M. M. (2017). *Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion*. Paper presented at the Journal of Physics: Conference Series.

- Andoko, E. (2020). Analysis of Indonesia'Government Strategy for Rural Development through Agriculture. *FFTC Agricultural Policy Platform (FFTC-AP): Taiwan*.
- Aritonang, D. M. (2017). The impact of e-government system on public service quality in Indonesia. *European Scientific Journal, ESJ*, 13(35), 99-111.
- Asmorowati, S., Schubert, V., & Ningrum, A. P. (2022). Policy capacity, local autonomy, and human agency: Tensions in the intergovernmental coordination in Indonesia's social welfare response amid the COVID-19 pandemic. *Journal of Asian Public Policy*, 15(2), 213-227.
- Ayuningtyas, D., Haq, H. U., Utami, R. R. M., & Susilia, S. (2021). Requestioning the Indonesia Government's Public Policy Response to the COVID-19 Pandemic: Black Box Analysis for the Period of January–July 2020. *Frontiers in Public Health*, 9, 612994.
- Basri, H. (2019). Assessing determinants of dividend policy of the government-owned companies in Indonesia. *International Journal of Law and Management*.
- Beshi, T. D., & Kaur, R. (2020). Public trust in local government: Explaining the role of good governance practices. *Public Organization Review*, 20(2), 337-350.
- Chaniago, H. (2021). The effect of small business innovation and the role of government on the environment: evidence from Indonesia. 670216917.
- Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical assessment, research, and evaluation*, 10(1), 7.
- dos Santos, P. M., & Cirillo, M. Â. (2021). Construction of the average variance extracted index for construct validation in structural equation models with adaptive regressions. *Communications in Statistics-Simulation and Computation*, 1-13.
- Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), 00149.
- Fatem, S. M., Awang, S. A., Pudyatmoko, S., Sahide, M. A., Pratama, A. A., & Maryudi, A. (2018). Camouflaging economic development agendas with forest conservation narratives: A strategy of lower governments for gaining authority in the re-centralising Indonesia. *Land Use Policy*, 78, 699-710.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of management information systems*, 18(1), 185-214.
- Ida, R., & Saud, M. (2021). The narratives of Shia Madurese displaced women on their religious identity and gender citizenship: A study of women and Shi'as in Indonesia. *Journal of Religion and Health*, 60(3), 1952-1968.
- Jinhua, Y., Yong, L., & Peng, Z. (2010). *E-government evaluation based on citizen satisfaction and its implementation*. Paper presented at the 2010 International conference on e-business and e-government.

- Lanin, D., & Hermanto, N. (2018). The effect of service quality toward public satisfaction and public trust on local government in Indonesia. *International Journal of Social Economics*.
- Moser, C. A., & Kalton, G. (2017). *Survey methods in social investigation*: Routledge.
- Napitupulu, D., Syafrullah, M., Rahim, R., Amar, A., & Sucahyo, Y. (2018). *Content validity of critical success factors for e-Government implementation in Indonesia*. Paper presented at the IOP Conference Series: Materials Science and Engineering.
- Nemoto, T., & Beglar, D. (2014). *Likert-scale questionnaires*. Paper presented at the JALT 2013 conference proceedings.
- Nevo, B. (1985). Face validity revisited. *Journal of Educational Measurement*, 22(4), 287-293.
- Nuridin, N. (2021). A Collective Action In Indonesia Local E-Government Implementation Success. *Available at SSRN 3821726*.
- Nurlianto, O. (2020). A conceptual framework on the financial statement disclosure in Indonesia local government. *Journal of Economics and Behavioral Studies*, 12(3 (J)), 65-69.
- Olsen, C., & St George, D. (2004). Cross-sectional study design and data analysis. *College entrance examination board*, 26(03), 2006.
- Pitaloka, E., & Tannady, H. (2020). Analysis of Citizen Satisfaction on National Agency of Drug and Food Control of Republic Indonesia (NADFC). *Technology Reports of Kansai University*, 62(03), 1069-1075.
- Pribadi, U., & Kim, H. J. (2022). Impacts of cultural behavior of civil servants on citizens' satisfaction: A survey on licensing services of Indonesian local government agencies. *Journal of Public Affairs*, 22(4), e2662.
- Purwanto, A. (2020). Effect of organizational citizenship behavior, work satisfaction and organizational commitment toward Indonesian School Performance. *Sys Rev Pharm*, 11(9), 962-971.
- Rahayu, S., Laraswati, D., Pratama, A. A., Sahide, M. A., Permadi, D. B., Wibowo, W., . . . Maryudi, A. (2020). Bureaucratizing non-government organizations as governmental forest extension services in social forestry policy in Indonesia. *Forests, Trees and Livelihoods*, 29(2), 119-129.
- Raykov, T. (1997). Estimation of composite reliability for congeneric measures. *Applied Psychological Measurement*, 21(2), 173-184.
- Refly, S., & Esti, M. (2020). Optimization of the Implementation of Village Government in Indonesia. *Вестник Российского университета дружбы народов. Серия: Государственное и муниципальное управление*, 7(4), 352-360.
- Romi, M. V., Ahman, E., Suryadi, E., & Riswanto, A. (2020). Islamic Work Ethics-Based Organizational Citizenship Behavior to Improve the Job Satisfaction and Organizational Commitment of Higher Education Lecturers in Indonesia. *International Journal of Higher Education*, 9(2), 78-84.

- Roziqin, A., Kismartini, Fajrina, A. N., Salahudin, & Sulistyaningsih, T. (2022). The development of Indonesian e-Government: A bibliometric analysis. *COLLNET Journal of Scientometrics and Information Management*, 16(1), 49-74.
- Roziqin, A., Mas'udi, S. Y., & Sihidi, I. T. (2021). An analysis of Indonesian government policies against COVID-19. *Public Administration and Policy*, 24(1), 92-107.
- Ryzin, G. G. V. (2004). The measurement of overall citizen satisfaction. *Public Performance & Management Review*, 27(3), 9-28.
- Sabani, A. (2020). Investigating the influence of transparency on the adoption of e-Government in Indonesia. *Journal of Science and Technology Policy Management*.
- Sabila, Y., & Febriansyah, H. (2021). The Impact of Psychological Capital Towards Job Satisfaction During COVID-19 Pandemic (Case Study at Government Institution in Cilegon City, Indonesia). *European Journal of Business and Management Research*, 6(4), 294-301.
- Sarnoto, A. Z., & Hayatina, L. (2021). Polarization of the Muslim community towards government policies in overcoming the COVID-19 pandemic in Indonesia. *Linguistics and Culture Review*, 5(S1), 642-652.
- Sieber, S. D. (1973). The integration of fieldwork and survey methods. *American journal of sociology*, 78(6), 1335-1359.
- Soelton, M., Noermijati, N., Vizano, N. A., Parmariza, Y., Abadi, Y. B., & Zulfriadi, S. (2020). Recognizing the Role of Job Satisfaction in Predicting the Relationship Between Political Organization, Organizational Climate, and Organizational Culture on Organizational Citizenship Behaviour on Liquor Distributor Companies in Indonesia. *European Journal of Business and Management*, 12(13), 2222-1905.
- Sukmana, M., Aminuddin, M., & Nopriyanto, D. (2020). Indonesian government response in COVID-19 disaster prevention. *East African Scholars Journal of Medical Sciences*, 3(3), 81-86.
- Sumaryati, A., Praptika Novitasari, E., & Machmuddah, Z. (2020). Accounting Information System, Internal Control System, Human Resource Competency and Quality of Local Government Financial Statements in Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(10), 795-802.
- Syam, A. Y., & Chandrarin, G. (2019). Effects of Fiscal Health on Human Development Index in Indonesia: Regional Government Performance Mediating Role. *International Journal of Innovative Science and Research Technology*, 50-59.
- Tahili, M., Tolla, I., Saman, A., Ahmad, A., & Samad, S. (2021). The Effect of Strategic Collaboration Approach on the National Educational Standards Achievement and Service Quality in Basic Education at Local Government in Indonesia. *Research in Social Sciences and Technology*, 6(1), 53-82.

- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International journal of medical education*, 2, 53.
- Tummers, L., Vermeeren, B., Steijn, B., & Bekkers, V. (2012). Public professionals and policy implementation: Conceptualizing and measuring three types of role conflicts. *Public Management Review*, 14(8), 1041-1059.
- Wolff, H.-G., & Preising, K. (2005). Exploring item and higher order factor structure with the Schmid-Leiman solution: Syntax codes for SPSS and SAS. *Behavior Research Methods*, 37(1), 48-58.
- Yulianti, D., Meutia, I. F., & Sujadmiko, B. (2020). Indonesia's crisis Response to Covid-19 Pandemic: from Various Level of Government and Network Actions to Policy. *Journal of Public Administration, Finance and Law*, 17(1), 34-48.
- Yusuf, F. (2021). The independent campus program for higher education in Indonesia: The role of government support and the readiness of institutions, lecturers, and students. *Journal of Social Studies Education Research*, 12(2), 280-304.
- Zaitul, Z. (2021). The Mediating Role of Citizen Satisfaction in the Relationship between Service Quality and Relationship Quality: The Case of Performance Measurement System Design in Indonesia Local Government. *The Mediating Role of Citizen Satisfaction in the Relationship between Service Quality and Relationship Quality: The Case of Performance Measurement System Design in Indonesia Local Government.*, 2(4).