



Model of Good Governance Principles in Improving the Performance and Quality of Services

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Abstract

Good Governance is the principle that can improve the performance and quality of services at the City Population and Civil Registration Service (Disdukcapil) in West Sumatra. This research aims to analyze a model of Good Governance principles that can improve the performance and quality of services for the City Disdukcapil in West Sumatra. The principles of Good Governance used in this research consist of accountability, participation, efficiency and effectiveness, transparency, rule of law, and responsiveness. This research uses quantitative methods with Structural Equation Model data analysis techniques. The research sample consisted of 118 respondents who were employees of the City Disdukcapil in West Sumatra. The findings of the study indicated that implementing the Good Governance principles model can potentially enhance the performance and service quality of the City Disdukcapil in West Sumatra. This improvement is attributed to the adherence to key concepts such as accountability, transparency, rule of law, and responsiveness. Simultaneously, the concepts of efficiency, effectiveness, and participation do not substantially influence the performance and service quality of the City Disdukcapil in West Sumatera.

Keywords: *Model, Good Governance, Performance, Service Quality*

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Introduction

In the context of government, good governance is very important to achieve the best performance and service quality results (Beshi & Kaur, 2020; Helliwell et al., 2018; Lee-Geiller & Lee, 2019). Good governance is a concept that has been widely used in various fields, including public administration and development management (DePaula et al., 2018; Koliba et al., 2018). The principles of good governance can encourage better decision-making, efficiency, and accountability in the use of resources (Cabannes & Lipietz, 2018; Wahyuni-TD et al., 2021). Apart from that, good governance also plays an important role in creating an organizational environment that is clean, free of corruption, and able to uphold transparency and public participation (Mazzarino et al., 2020; Menon & Hartz-Karp, 2019).

Disdukcapil is one government sector that requires good management. The Disdukcapil is very important in community life. The role of the Disdukcapil is significant in maintaining legal certainty and security of the identity of every citizen, as well as helping people to access the various rights and essential services they need (Wahyuni & Ikhsan, 2022). Apart from that, the Disdukcapil is one of the frontline agencies providing public services to the community, especially in population administration. In providing services to the public, the Disdukcapil must also prioritize the principles of good public services, such as speed, security, accuracy, simplicity, and ease of access. Good service will help increase general satisfaction and trust in the government and public service delivery institutions (Aladwan & Alshami, 2021; Lanin & Hermanto, 2019; Ocampo et al., 2019; Santa et al., 2019).

The Disdukcapil, functioning as a governmental organization, assumes a crucial role in addressing the populace's requirements of population-related documentation, including but not

limited to Population Identity Cards, birth certificates, and death certificates. Based on preliminary surveys conducted in this study, it has been observed that the services provided by the Disdukcapil in Padang City, Pariaman City, Padang Pariaman Regency, and Agam Regency are plagued by many issues. These issues include: 1) The issue of long waits arises due to the restricted capacity and personnel of the Disdukcapil, which hinders their ability to efficiently handle a substantial volume of requests. The absence of service counters, personnel, or an effective administrative structure might impede the service process and result in prolonged lines. 2) The process is lengthy. In addition to the issue of extended waiting periods, the processing of population documents at the Disdukcapil frequently entails considerable time consumption, encompassing both the recording of data and the retrieval of documents. 3) Challenges in information accessibility: There persists a lack of ease in getting pertinent information on the prerequisites and protocols involved in processing population records at the Disdukcapil. The issue above might be attributed to the insufficient efforts made by the Disdukcapil regarding community outreach and education. 4) Technical issues pose significant challenges for the Disdukcapil, including frequent faults in the service system and inadequate facilities and infrastructure. This leads to a decrease in the effectiveness and efficiency of services.

Insufficient performance of the Disdukcapil also contributes to this phenomenon. The inadequate performance of the Disdukcapil may give rise to many issues within the domain of population services, such as 1) Community dissatisfaction: Public dissatisfaction with the services of the Disdukcapil can occur if the process of processing population documents takes a long time or there are long queues, resulting in people feel uncomfortable and not respected as citizens. 2) Prone to abuse: Inadequate performance can trigger abuse in the processing of population documents, such as illegal levies, making fake documents, and corrupt practices. 3) Creation of social disparities: Inadequate performance from the Disdukcapil can create social disparities for people who cannot access population services, such as people who live in remote areas or do not have internet access. 4) Decreased public trust: Inadequate performance from the Disdukcapil can reduce public trust in the government and public institutions.

This can impact people's non-compliance with applicable regulations, such as unwillingness to pay taxes or report accurate population data (Rosid et al., 2018; Taing & Chang, 2021). Therefore, by implementing the principles of good governance, the Disdukcapil can provide better public services and increase public trust in government institutions in providing public services (Kuziemski & Misuraca, 2020; Masuku & Jili, 2019). Good governance is a basic concept becoming increasingly important in modern public administration (Keping, 2018). It is important to note that the principles of good governance include encouraging transparency, accountability, rule of law, participation and inclusiveness in the decision-making process (Arajärvi, 2018; Klimach et al., 2018; Mlambo et al., 2020; Wise et al., 2020). This research will examine the application of good governance principles in the services of the city in West Sumatra, Indonesia. In particular, it will examine the impact of this implementation on the performance and quality of government services provided to citizens and the potential challenges that may arise during this process. By exploring the application of good governance principles in the services of the district/city Disdukcapil in West Sumatra, this research aims to contribute to existing knowledge about good governance, as well as provide insight for policymakers and practitioners who wish to improve public service delivery through effective governance practices. The findings of this research may also have broader implications for regions seeking to improve their public administration practices, especially in developing regions where good governance is critical to achieving sustainable development goals and improving the lives of citizens. In this research, we will provide a comprehensive analysis of the main principles of good governance and how these principles can be applied to district/city Population and Civil Registration Services in West Sumatra, including the potential benefits and challenges of their implementation.

Research shows a significant gap in the literature regarding applying good governance principles in district/city government services in developing countries such as Indonesia. This research aims to fill this gap by comprehensively analyzing good governance, its principles, and its application in district/city government services in West Sumatra. Overall, this research will

provide valuable insights for policymakers, researchers, and practitioners interested in promoting good governance practices and improving public service delivery in developing countries. In conclusion, this research invites district/city Disdukcapil officials and policymakers in West Sumatra and surrounding areas to prioritize the application of good governance principles in their public services. In this way, they can contribute to achieving sustainable development goals and improving the lives of their citizens.

Several studies have shown that good governance practices can lead to many positive outcomes, including better delivery of public services, increased public satisfaction and trust in government, reduced corruption and inefficiency, increased economic growth and development, and more excellent social stability (Ambarwati et al., 2019; Putra et al., 2021). Therefore, district/city governments must prioritize implementing good governance practices and principles. By implementing these practices, district/city governments can take significant steps to achieve sustainable development goals and improve the lives of their citizens.

The novelty of this research lies in the comprehensive analysis of the application of the principles of good governance, especially in the services of the district/city Population and Civil Registration Service in West Sumatra, which has been identified as a gap in the existing literature. This analysis provides a theoretical understanding of good governance and presents practical examples and recommendations for improving public service delivery in developing countries. These recommendations include increasing transparency and accountability, increasing citizen participation, improving public service delivery through technology and innovation, investing in expanding the capacity of government officials, promoting ethical leadership, and encouraging a culture of integrity. Overall, this research highlights the urgent need for district/city Population and Civil Registration Services in developing countries to prioritize the principles of good governance to achieve sustainable development goals and improve their citizens' lives.

Based on the description above, the author is interested in conducting more profound research regarding the Model of Good Governance Principles in Improving the Performance and Quality of Services of the Regency/City Disdukcapils in West Sumatra. Through this research, a model of Good Governance principles will be revealed in improving the performance and quality of services of the Regency/City Disdukcapils in West Sumatra, focusing on Padang City, Padang Pariaman Regency, Pariaman City, and Agam Regency.

Literature Review and Hypothesis Formulation

Implementing good governance in public services has become the focus of research and the attention of scientists and practitioners. One of the primary sources regarding the importance of good governance is the literature on good governance. Good governance is a principle that enables efficient and responsible government management, focusing on providing good public services to the community (Beeri et al., 2019; Bennett & Satterfield, 2018). Therefore, in improving the performance and quality of services of the Population and Civil Registration Service, the application of good governance principles becomes very relevant. Applying good governance principles can significantly enhance the performance and quality of services of the Population and Civil Registration Service.

Accountability, Performance and Service Quality

Accountability is one of the main principles of good governance. Accountability can be defined as the obligation of a person or organization to report, explain, and be responsible for the actions and decisions taken (Gao & Yu, 2020; McGrath & Whitty, 2018). In the performance context, the principle of accountability emphasizes responsibility for producing good, efficient, and timely results in carrying out public duties and services (Al-Shbail & Aman, 2018; Thompson et al., 2019). Applying the principle of accountability will help improve performance and service quality. With accountability, the public service process will be run according to existing regulations and produce good and quality service activities (Henman, 2020; Rosenbloom et al., 2022). Quality service is supported by good performance, where every

action and decision taken can be accounted for and provide effective and beneficial results for society (Mahrani & Soewarno, 2018; Zhai et al., 2020).

Thus, accountability is essential in realizing quality public services supported by good performance (Lapuenta & Van de Walle, 2020; Matheus et al., 2020). Therefore, the application of public accountability in government administration is a demand from society to create a good government based on good governance principles (Sofyani et al., 2020). Implementing public accountability in government administration is a demand from the community as an effort to develop good governance (Beeri et al., 2019; Fox-Kämper et al., 2018). Therefore, based on the above arguments, it can be hypothesized that:

- H1a** : Accountability has a positive effect on performance and improving the quality of public services
- H1b** : Performance has a positive effect on the quality of public services

Community Participation, Performance and Service Quality

Active community participation is also an essential factor enhancing the performance and quality of public services (Adewunmi et al., 2023; Hussain et al., 2022). Active participation from the community can provide valuable input for government agencies to enhance and improve public service quality. Community participation can help identify the community's needs and problems so that government agencies can respond with more effective policies and programs that align with community needs. Community participation is vital in the context of efforts to achieve good governance, including monitoring and providing feedback on government performance and input to improve service quality (Beeri et al., 2019; Handayani et al., 2023). Thus, involving active participation from the community in decision-making and implementing public service activities can help enhance the performance and quality of these services.

Furthermore, the influence of community participation on the performance and quality of public services can be explained by the interrelationship between community participation, performance, and quality of public services. Therefore, it can be hypothesized that:

- H2** : Community participation has a positive effect on government performance and improving the quality of public services.

Efficiency and Effectiveness, Performance and Service Quality

The principles of efficiency and effectiveness are also essential factors in improving the performance and quality of public services (Lapuenta & Van de Walle, 2020; Merhi & Bregu, 2020). Efficiency refers to the government's ability to use available resources optimally, while effectiveness refers to the government's ability to achieve set goals with desired results (ElMassah & Mohieldin, 2020). Efficiency and effectiveness are crucial factors in enhancing the performance and quality of public services within public administration. Enhancing the efficiency and efficacy of public service implementation can enhance governmental performance and foster heightened public satisfaction and trust in the rendered services (Ocampo et al., 2019; Valle-Cruz, 2019).

To enhance the performance and quality of public services, the government must innovate in providing services (Al Ahababi et al., 2019). This is important so that people can receive benefits comfortably and quickly. With innovation in public services, the government can provide more efficient services to the community's needs and achieve public service goals more effectively. Therefore, the principles of efficiency and effectiveness in managing public services are the primary keys to improving public service performance and quality (Sestino et al., 2023). From the description above, it can be hypothesized that:

- H3** : Efficiency and effectiveness in managing public services contribute significantly to improving the performance and quality of public services.

Transparency, Performance and Service Quality

Transparency has a crucial role in enhancing the performance and quality of public services. Transparency in public services includes disclosing information that is clear and easily accessible to the public so that the public can understand the processes and policies that exist in providing public services (Sung & Park, 2021; Waddington et al., 2019). With transparency, the public can supervise and monitor the government's performance in providing public services and assess how well the government has carried out its duties (Ferry & Murphy, 2018; Masdar et al., 2021).

Providing transparent information allows the public to evaluate whether actions or decisions taken by the government are by community standards and needs. Apart from that, transparency also creates public trust in the government and the public services provided because the public can see and understand how policies and public funds are used (Androniceanu, 2021; Nunkoo et al., 2018). Therefore, based on the description above, it can be hypothesized that:

H4 : Transparency has a positive effect on the performance and quality of public services.

Rule of Law, Performance and Service Quality

The rule of law also plays a vital role in improving the performance and quality of public services (Abreu et al., 2022; Arora & Chong, 2018). Clear and guaranteed legal rules provide a solid basis for the government to carry out its duties and responsibilities in delivering public services (Baifeng, 2021; Emrich-Bakenova, 2020). With clear legal authorities, the government can work systematically, regularly, and purposefully in public services.

Strict legal rules also prevent practices of corruption and nepotism in the delivery of public services, thereby ensuring integrity and accountability in public services. With the rule of law, the public can have certainty and legal protection in accessing public services (Zalnieriute et al., 2019). Therefore, it can be hypothesized that:

H5 : The rule of law has a positive effect on the performance and quality of public services.

Responsiveness, Performance and Service Quality

The government's responsiveness to the needs and aspirations of the community is also a factor that influences the performance and quality of public services (Beeri et al., 2019; Furqan et al., 2021). A responsive government will be able to respond quickly and appropriately to community problems and needs. Responsive public services can increase community satisfaction and provide effective and efficient solutions to problems (Damanpour et al., 2020). Apart from that, good responsiveness also reflects effective communication between the government and the community. Effective communication plays a pivotal role in facilitating the government's comprehension of the community's wants and expectations, enabling suitable measures to align public services with the community's requirements (Antwi-Agyei & Stringer, 2021; Naher et al., 2020). Thus, it can be hypothesized that:

H6 : Responsiveness has a positive effect on the performance and quality of public services

Drawing upon the aforementioned theory and research, the present study adopts the following theoretical framework:

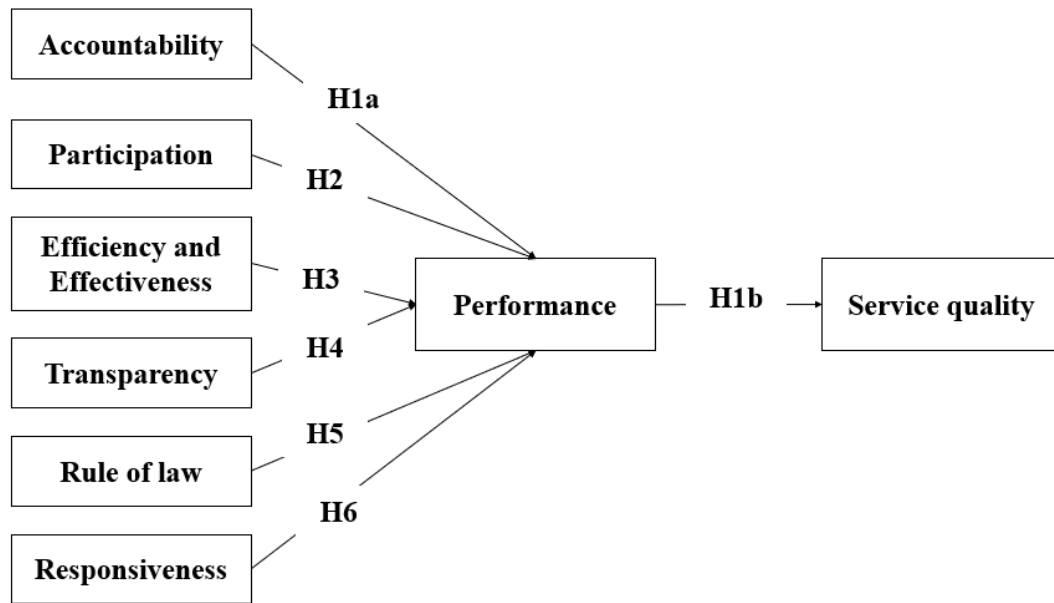


Figure 1. Theoretical Framework

Method

This research uses an associative quantitative approach. The quantitative system will also be strengthened with descriptive data to obtain an overview of the principles of good governance, which consist of the principle of accountability, the focus on community participation, efficiency and effectiveness, transparency, the direction of the rule of law, and the regulation of responsiveness, which influence the performance and quality of the Department's services. Population and Civil Registration of Districts/Cities in West Sumatra. The people in this study were all civil servants in the Disdukcapil of Padang City, Pariaman City, Padang Pariaman Regency, and Agam Regency, totaling 166. The sample determination in this research was carried out using proportional stratified random sampling techniques (Bhunias et al., 2018). The sample in the study was 118 people, determined based on the Yamane formula (Hair Jr et al., 2017).

The type of data collected in this research is quantitative data. Quantitative data was obtained from a sample of respondents determined through a questionnaire by determining five alternative closed answers using a Likert scale, starting from a value of 1 to 5 for negative statements and a value of 5 to 1 for positive comments (Stockemer et al., 2019). In this research, there are four types of variables: 1) two dependent variables, namely performance and service quality with several indicators, and 2) six independent variables, namely the principle of accountability, the principle of community participation, the principle of efficiency, and effectiveness, the principle of transparency, the principle of the rule of law and the principle of responsiveness with various indicators.

The strategy in this study takes the following steps: 1) Exploration of the study location; 2) Determination of a more definite research focus; 3) Collection of initial data to sharpen the focus of the problem once again; 4) Determining the agreed event setting and determining the respondents who will be asked for their responses through a questionnaire; 5) Distribution of data collection time according to the agreed time and focus; 6) Modifying the research design; 7) Data collection, and 8) Data analysis, and 9) Report writing.

Data collection in this research was carried out in three stages. First, carry out orientation, where the researcher collects general and broad data about the description of the research setting (Stieglitz et al., 2018). Second, conduct a directed exploration of data collection with a research focus and problems. A validity test was carried out using the Pearson correlation

formula to test the validity of the data. Because Pearson's Product-Moment formula requires at least interval data, the ordinal data is first converted into interval scale data using the successive interval method. Next, the Cronbach's coefficient alpha test is used to test reliability. Quantitative data analysis in this research was carried out using descriptive statistical analysis in the form of frequencies and percentages for descriptive data. Meanwhile, the primary data for this research will be processed using path analysis with the Structural Equation Model technique.

Results

Respondent Characteristics

In this research, the respondents were Civil Servants in the Disdukcapil of Padang City, Pariaman City, Padang Pariaman Regency, and Agam Regency. They were chosen as respondents because they have knowledge and experience relevant to the problem under study. Respondent characteristics present the general profile of respondents in this study, including age, gender, highest level of education, and length of time working at the Disdukcapil. Of the 118 Civil Servants respondents, the majority were between 30-40 years old, with the highest percentage being 45%. The rest are evenly divided between those aged 20-30 (30%) and those aged over 40 years (25%). The majority of respondents' gender were female, with a percentage of 60% and 40% male. Most respondents' last education was a bachelor's degree, with a percentage of 70%, while the rest were diplomas (25%) and masters (5%).

Moreover, about the duration of their tenure at the Disdukcapil, a significant proportion of participants possess professional experience ranging from 6 to 10 years (45%). Subsequently, a considerable portion of respondents have accumulated work experience from 1 to 5 years (35%), while a smaller fraction has amassed more than 10 years of expertise (20%). Based on the analysis of demographic variables such as age, gender, educational attainment, and tenure, it can be inferred that the participants in this study exhibited a representative and heterogeneous profile. Most individuals employed in the civil service were found to be between the ages of 30 and 40, predominantly female, possessing a bachelor's degree, and having accumulated work experience. The individual in question has accumulated a professional tenure ranging from six to ten years at the Population and Civil Registration Service.

Measurement Model Analysis

Analysis of the measurement model using the Structural Equation Model technique to test the validity and reliability of the instruments used in this research. SmartPLS 3.2.9 software was used for Confirmatory Factor Analysis before testing the hypothesis and assessing the suitability of the measurement model. For this reason, Cronbach Alpha, Composite Reliability, and Average Variance Extracted were used to assess the reliability and validity of the constructs used in this research (Alvarez-Risco et al., 2021). The researchers recommend a Cronbach Alpha value greater than 0.7 for the internal reliability of the instrument (Bujang et al., 2018).

Table 1 shows that the factor loadings for all constructs have significant factor loading values, with quite high validity factors with Factor Loading values greater than 0.7. The CA and CR values also meet the recommended reliability standards, with Cronbach Alpha values greater than 0.7 (Figure 2) and Composite Reliability (Figure 3) greater than 0.7. This means that the instruments used in the research have high reliability. Apart from that, the AVE values for all constructs also meet the recommended validity standards, with Average Variance Extracted values greater than 0.5 (Figure 4). Therefore, the suitability of the measurement model in this research can be considered reliable and valid.

Furthermore, it is suggested by researchers that the Fornell-Larcker matrix is the most suitable method for demonstrating discriminant validity to assure differentiation between the measured constructs (Cheung et al., 2023). Based on the Fornell-Larcker matrix in Table 2, it can be seen that all the main diagonals and the Average Variance Extracted square root value of each construct are greater than the correlation between the corresponding constructs. This indicates that discriminant validity has been met in this measurement model. For this reason, the full measurement model can be seen in Figure 5.

Table 1. Factor loadings of measurement model.

Construct/indicators	Factor Loadings								CA	CR	AVE
	1	2	3	4	5	6	7	8			
Accountability									0.768	0.852	0.590
AK1	0.757										
AK2	0.797										
AK3	0.750										
AK4	0.767										
Efficiency and Effectiveness									0.755	0.844	0.575
EE1		0.733									
EE2		0.730									
EE3		0.841									
EE4		0.724									
Service quality									0.780	0.850	0.531
KL1			0.722								
KL2			0.718								
KL3			0.713								
KL4			0.777								
KL5			0.714								
Performance									0.802	0.863	0.557
KN1				0.709							
KN2				0.755							
KN3				0.769							
KN4				0.780							
KN5				0.716							
Participation									0.766	0.865	0.681
PR1					0.869						
PR2					0.809						
PR3					0.795						
Rule of law									0.704	0.835	0.630
RL1						0.751					
RL2						0.879					
RL3						0.743					
Responsiveness									0.732	0.844	0.645
RP1							0.855				
RP2							0.815				
RP3							0.734				
Transparency									0.712	0.836	0.631
TP1								0.823			
TP2								0.832			
TP3								0.723			

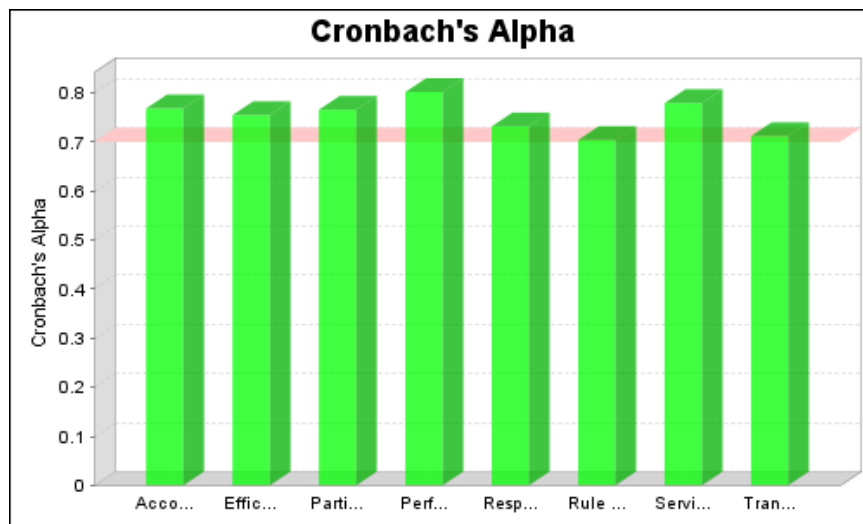


Figure 2. Cronbach Alpha histogram

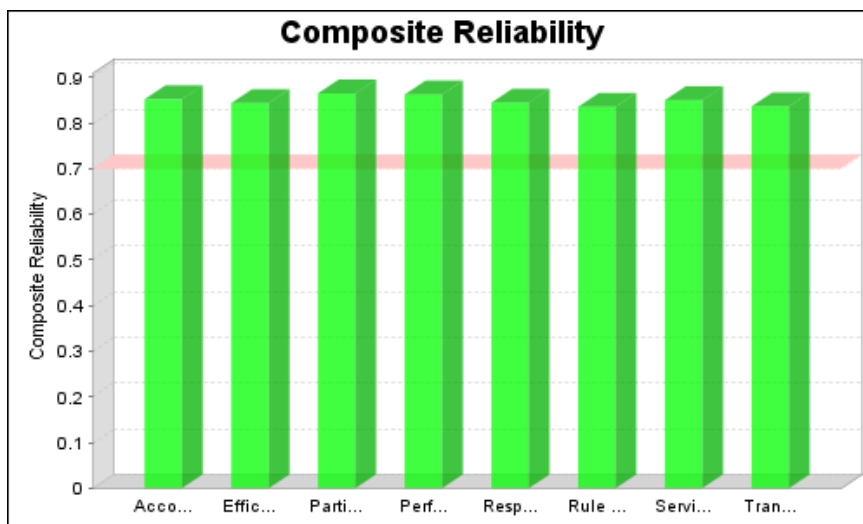


Figure 3. Composite Reliability Histogram

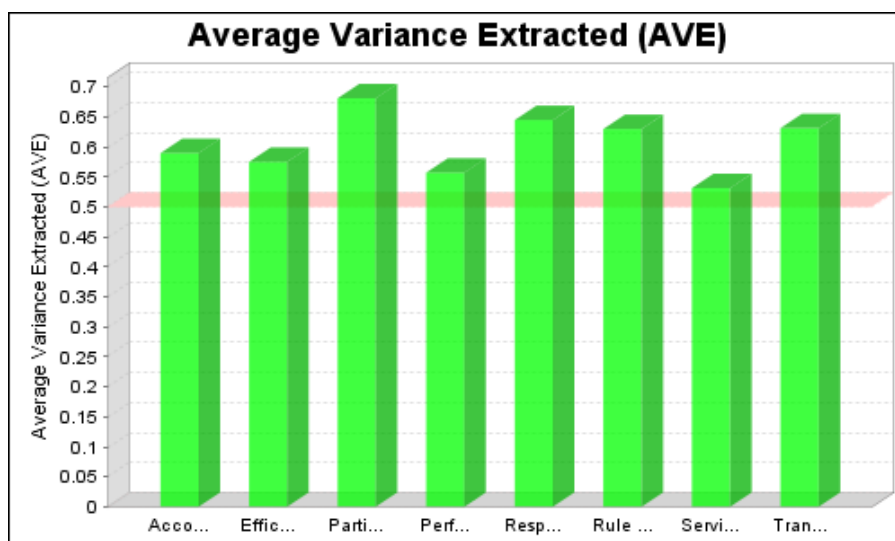


Figure 4. Average Variance Extracted Histogram

Table 2. Fornell-Larcker matrix for discriminant validity

	AC	EE	PR	PF	RP	RL	SQ	TR
AC	0.768							
EE	0.284	0.758						
PR	0.276	0.545	0.825					
PF	0.586	0.199	0.128	0.746				
RP	0.389	0.138	0.096	0.735	0.803			
RL	0.402	0.13	0.076	0.634	0.495	0.794		
SQ	0.574	0.192	0.157	0.697	0.516	0.565	0.729	
TR	0.455	0.303	0.231	0.497	0.234	0.312	0.411	0.794

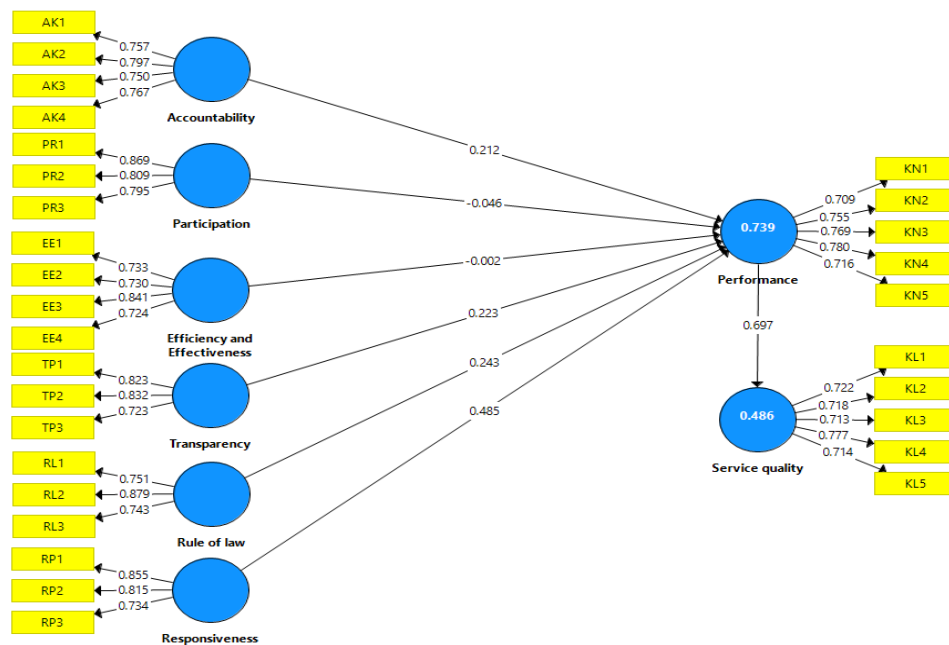


Figure 5. Full measurement model

Structural Model Analysis

The Structural Model is the next stage after evaluating the measurement model, where the relationship between latent constructs will be analyzed. The structural model (Inner Model) can be measured by calculating R Square (R^2) as a measure of success in explaining variations in latent constructs, the T-test, and the significance of the path coefficient (Shabir & Gani, 2020).

There are three categories in the R Square (R^2) assessment in the structural model. If the R Square (R^2) has a value of 0.7, it is in the strong category, 0.5 is in the medium category, and a value below 0.25 is in the weak category (Hair Jr et al., 2017). The R Square (R^2) value in the structural model can be seen in Table 3 below.

Table 3. R Square (R^2) Value in the Structural Model

	R Square	Prediction Model
Performance	0.739	Strong
Service quality	0.486	Medium

According to the findings presented in Table 3, the structural model analysis reveals that the R Square (R^2) value associated with the Performance construct is 0.739, indicating a significant relationship. These findings suggest that the proposed model can account for the fluctuations observed in the Performance construct. The variables of accountability, community

participation, efficiency and effectiveness, transparency, rule of law, and the principle of responsiveness explain 73.9% of the observed changes. In addition, the R Square (R^2) score for the Service quality construct is 0.486, indicating its placement within the medium group. This finding demonstrates that the model above can account for 48.6% of the observed differences in the service quality construct. These variations are attributed to accountability, community participation, efficiency and effectiveness, transparency, the rule of law, and the principle of responsiveness.

After analyzing the structural model, the next process is to carry out a T-test and test the significance of the path coefficient as hypothesis testing in the relationship between latent variables with the help of SmartPLS software. The significance value in the T-test shows whether the path coefficient significantly influences the relationship between latent variables using the Bootstrapping method. In this research, hypothesis testing uses Specific Indirect Effects, which is a method that can be used to test the significance of the path coefficient in the relationship between latent variables, which can be seen in the following table:

Table 4. T-Test Results and Significance of Path Coefficients

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1a	Accountability -> Performance -> Service quality	0.148	0.145	0.053	2.812	0.005
H1b	Performance -> Service quality	0.697	0.703	0.057	12.152	0.000
H2	Participation -> Performance -> Service quality	-0.032	-0.029	0.042	0.771	0.441
H3	Efficiency and Effectiveness -> Performance -> Service quality	-0.002	0.002	0.041	0.037	0.970
H4	Transparency -> Performance -> Service quality	0.155	0.151	0.049	3.148	0.002
H5	Rule of law -> Performance -> Service quality	0.17	0.171	0.043	3.933	0.000
H6	Responsiveness -> Performance -> Service quality	0.338	0.348	0.05	6.698	0.000

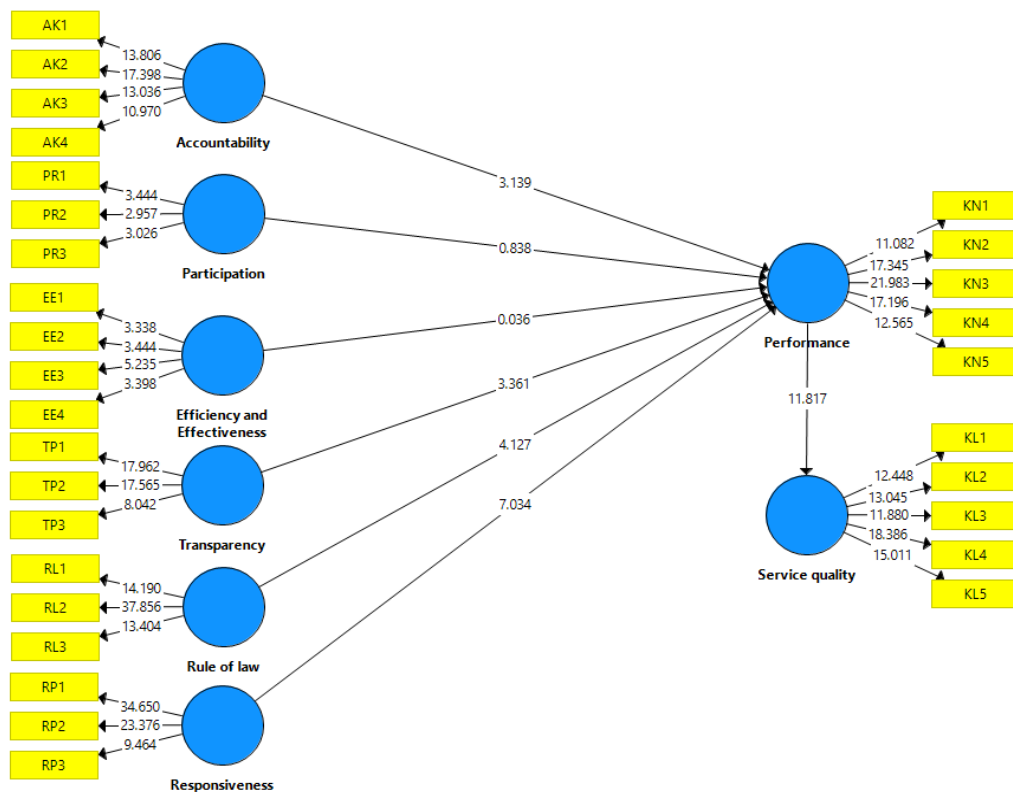
Table 4 shows that the path coefficient from the accountability variable to the Performance construct and to the Service quality construct has a substantial impact, as evidenced by a T-statistic value of 2.812 and P Values of 0.005. This means that hypothesis H1a, which states that accountability positively affects performance and service quality, is supported by the findings in this model analysis. Furthermore, the path coefficient from the performance variable to the service quality construct has a substantial impact, as evidenced by a T-statistic value of 12.152 and P Values of 0.000. This means that hypothesis H1b, which states that performance positively affects service quality, can be supported by the findings in this model analysis. The path coefficient from the participation variable to the performance construct and the service quality construct does not have a significant effect, with a T Statistics value of 0.771 and P Values of 0.441. This means that hypothesis H2, which states that participation influences performance and service quality, is not supported by the findings in this model analysis.

Furthermore, the path coefficient from the efficiency and effectiveness variables to the performance and service quality construct also does not have a significant influence, with a T

Statistics value of 0.037 and P Values of 0.970. This means that hypothesis H3, which states that efficiency and effectiveness influence performance and service quality, is not supported by the findings in this model analysis. The path coefficient from the transparency variable to the performance construct and the service quality construct has a substantial impact, as evidenced by a T-statistic value of 3.148 and P Values of 0.002. This can be interpreted as hypothesis H4, which states that transparency positively affects performance and service quality, which is supported by the findings in this model analysis.

Furthermore, the path coefficient from the rule of law variable to the performance and service quality construct has a substantial impact, as evidenced by a T-statistic value of 3.933 and P Values of 0.000. This means that hypothesis H5, which states that the rule of law positively affects performance and service quality, is supported by the findings in this model analysis. Finally, the path coefficient from the responsiveness variable to the performance and service quality construct has a substantial impact, as evidenced by a T-statistic value of 6.698 and P Values of 0.000. This can be interpreted as hypothesis H6, which states that responsiveness positively affects performance and service quality, is supported by the findings in this model analysis. The hypothesis testing model can be seen in the following picture:

Figure 6. Structural Model Test Results



These findings imply that several factors significantly influence the performance and quality of services in this research, including accountability, transparency, rule of law, and responsiveness. Meanwhile, participation, efficiency, and effectiveness do not significantly influence performance and service quality. Therefore, this analysis model implies the importance of applying factors such as accountability, transparency, rule of law, and responsiveness to improve performance and service quality within organizations or institutions, which is the researcher's finding model. The full structural model can be seen in Figure 7 below:

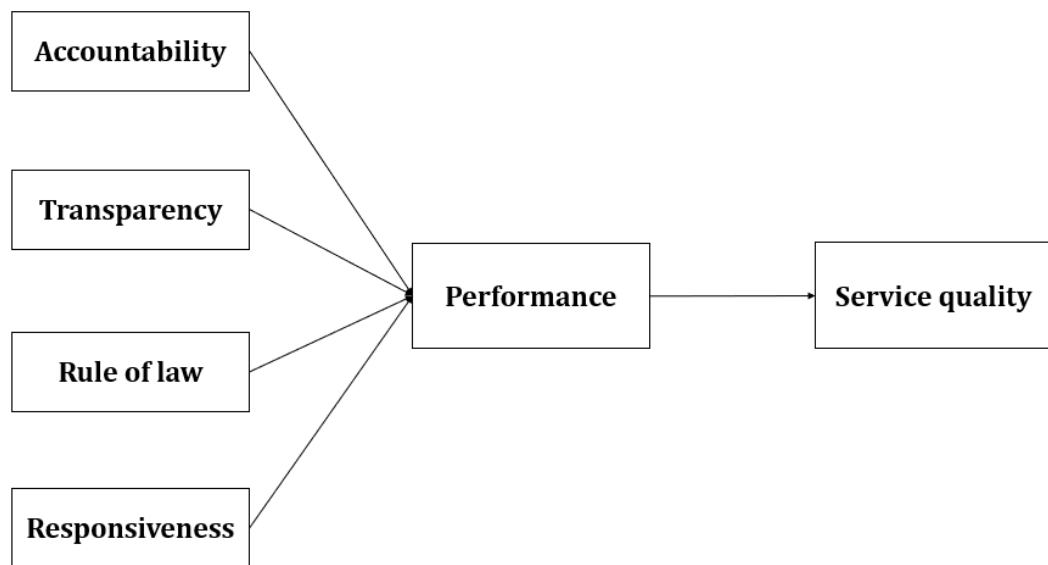


Figure 7. Full Structural Model

Figure 7 visualizes the full structural model involving accountability, transparency, rule of law, and responsiveness influencing performance and service quality. This model is research finding that can be used as a reference for improving performance and service quality in similar organizations or institutions.

Discussion

In analyzing this model, researchers found that variables such as accountability, transparency, the rule of law, and responsiveness had a significant influence on the performance and quality of services in the Disdukcapils of Padang City, Pariaman City, Padang Pariaman Regency, and Agam Regency. These findings encourage implementing these factors to improve performance and service quality in organizations or similar institutions. Based on hypothesis H1a, accountability positively influences performance and service quality. The findings in this model analysis state that this hypothesis is supported. In improving performance and service quality, organizations or institutions must implement higher accountability practices to provide better services to the community (Brinkerhoff & Wetterberg, 2016; Fernandes & Fernandes, 2018; Li et al., 2021). The principle of accountability ensures that organizations or institutions are responsible for the actions and decisions taken and can provide accountability for the effective and efficient use of public resources (McGrath & Whitty, 2018). These results align with research conducted, which states that accountability is an important factor influencing the performance and quality of public services in various contexts (Lapiente & Van de Walle, 2020; Mahrani & Soewarno, 2018). Therefore, implementing good accountability practices can improve an organization's or institution's performance and service quality.

Apart from that, these findings also show that transparency significantly influences performance and service quality. In this model analysis, the researcher's findings show that organizations or institutions that implement a higher level of transparency tend to have better performance and service quality. Therefore, organizations or institutions must adopt effective transparency practices to improve performance and service quality. The higher the level of transparency, the easier for the public to understand the policies and decision-making processes within the organization or institution (Lepri et al., 2018; Matheus et al., 2020). The public can also monitor and evaluate actions and decisions taken by these organizations or institutions. In the context of performance and services at the Department of Population and Civil Registration, open information regarding the service process to the community and clarity of internal policies implemented can increase public confidence in the organization and the quality of services provided by the Service and provide opportunities for the community to

provide feedback and participation in service improvement (Nunkoo et al., 2018; Waddington et al., 2019).

Furthermore, these findings show that the rule of law is important in improving performance and service quality. Research results show that the rule of law positively affects the performance and quality of public services. Applying the rule of law and affirming the principles of law and justice in every aspect of government administration can create a stable and fair environment for organizations or institutions in carrying out their duties (McCorquodale, 2016). Previous research results found that organizations or institutions that apply the rule of law principles tend to have a higher level of trust from the public and display better performance in providing services to the public (Downe et al., 2016). Other research results also found that the rule of law guarantees the protection of individual rights, maintains social stability, and avoids abuse of authority in decision-making (Chin, 2018).

The importance of responsiveness in enhancing the performance and quality of services at the Disdukcapil is significant. This assertion is supported by the idea that the level of responsiveness exhibited by officers or employees in addressing community needs and aspirations might contribute to enhanced community satisfaction with the services rendered. The prompt and efficient manner in which officers or workers address inquiries, furnish necessary information, and manage grievances instills a sense of trust and value among the public, indicating that the organization or institution genuinely prioritizes their well-being and satisfaction (Paul et al., 2016).

An analysis of the principles of efficiency, effectiveness, and participation determined that there was no statistically significant impact on the performance and quality of services provided by the Population and Civil Registration Service. This suggests that the forces at play prevent the direct influence of efficiency and effectiveness principles and the principle of participation on the performance and quality of services at the Disdukcapil. The performance and quality of services at the Disdukcapil are not greatly impacted by factors such as the organizational setting, current policies, or the level of competence and motivation of individuals within the organization.

It is highly advised to implement the concepts of accountability, transparency, rule of law, and responsiveness in government governance to improve the performance and quality of services provided by the Population and Civil Registration Service. This model can be utilized as an effective governance framework to enhance the overall efficacy of public services.

Conclusion

Within the Disdukcapil's governance domain, applying fundamental principles such as accountability, transparency, rule of law, and responsiveness is crucial in enhancing performance and the quality of services provided. By adhering to these principles, the Population and Civil Registration Service can effectively prevent activities that contravene regulations or disregard the community's welfare, ensuring high-quality services that align with the community's needs and goals. The hypothesis testing findings indicate no substantial impact of the principles of efficiency, effectiveness, and participation on the performance and quality of services provided by the Disdukcapil. The concepts of accountability, openness, rule of law, and responsiveness substantially impact the performance and quality of services provided by the Disdukcapil. Therefore, it is imperative to prioritize these principles in endeavors aimed at enhancing the performance and quality of services within the Disdukcapil and the broader public service sector.

Implications

The implications of these findings suggest that to enhance the performance and quality of services provided by the Disdukcapil, it is necessary to prioritize the implementation of key concepts such as accountability, transparency, adherence to the rule of law, and responsiveness. This can be achieved by implementing mechanisms that promote accountability and responsibility in the execution of tasks and activities within the Disdukcapil. Additionally,

enhancing transparency in the decision-making process and information reporting and implementing well-defined and legally binding regulations are crucial. Furthermore, maintaining a responsive approach to addressing the needs and challenges encountered by society is essential. In light of this rationale, it is imperative to enhance democratic institutions, enhance the quality of public services, rigorously enforce legal regulations, and actively engage the community in monitoring and reviewing the work of the Disdukcapil.

Research Limitations

The research is subject to limitations, namely the restricted sample size and the exclusive focus on a single Population and Civil Registration Service in a specific geographic area. This study also fails to address additional variables that may impact the performance and service quality of the Population and Civil Registration Service, including economic, political, cultural, and social aspects. Therefore, conducting more research utilizing a more extensive sample size and incorporating diverse Population and Civil Registration Services across multiple geographical regions is imperative.

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