

## 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](mailto:feni.rosalia@fisip.unila.ac.id)

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

### Abstract

The government and the people must have a strong relationship to improve citizens' standard of living. This study examines the relationship between the quality of government demonstrations, the implementation of new policies, and citizens' satisfaction, with perceived responsiveness as a moderator. The study aims to determine why the Indonesian government's policy implementation is not satisfactory to its citizens. A Likert scale questionnaire uses simple random sampling to acquire cross-sectional data. The partial least-squares structural equation model is adopted for data analysis. The research indicated that the happiness of Indonesian residents is influenced by the quality of government administration and the execution of new policies, with perceived responsiveness playing a moderating function. This study's model is an original contribution to the body of knowledge because this novel concept was not addressed in previous studies. The research has considered major practical and theoretical discoveries that have enhanced the literature with newly formed relationships and provided a strategic path ahead to the government department for the strategic happiness of citizens. Accordingly, the research has indicated significant future paths for scholars to improve the model of citizen happiness in the context of government policy implementation and work quality.

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

### Introduction

Citizens play a crucial influence on the performance of any government since their trust in the government is the key to their improved standard of living (Sumaryati, Praptika Novitasari, & Machmuddah, 2020). The industrialized nations are pleased with their governments' performance since there is a strong correlation between government work and citizen trust in these nations (Andoko, 2020; Roziqin, Mas'udi, & Sihidi, 2021). Governments with effective plans for their citizens'

improved functioning are working fairly to produce their best strategies for appropriate learning. Indeed, citizens must have faith in a government that has been created with the proper support from the government (Rahayu et al., 2020). Undoubtedly, the digital government system has been initiated to educate the public about the government's working progress. However, the practical execution of these policies for the citizenry is directly related to government performance and improvement (Rahayu et al., 2020). Furthermore, according to the experts, citizen contentment with government policies is crucial since it is regarded as the moral and ethical support of the government (Fatem et al., 2018). These working bodies are required to formulate and implement policies that are crucially significant for the improvement of the government sector in governments that work in confidence with their citizens (Nurdin, 2021).

Additionally, the people of Indonesia are concerned about the efficiency of their government and other administrative agencies (Nurlianto, 2020). Concerns of these citizens include policy development and implementation for the public's benefit (Napitupulu et al., 2018). The public of Indonesia, particularly the youth, is well-informed, and they speak out against any strange government action (Roziqin et al., 2022). According to the study, the government sector's operating performance is essential for formulating policies that boost public confidence (Lanin & Hermanto, 2019). According to the study, the sustainability of the government's working performance would enhance if the Indonesian public had faith in the government's operations (Tahili et al., 2021). Consequently, Indonesian women are similarly concerned about their government's performance (Ayuningtyas et al., 2021). The level of service delivery quality is shown by the public's interactions with the administrative department of the government (Asmorowati, Schubert, & Ningrum, 2021). When the people are dissatisfied with the government's performance, they have a negative working attitude toward government institutions (Sarnoto & Hayatina, 2021). People's contentment with the operation of government departments can only be attained via an examination of the government's positive contributions to the formulation of policies that benefit the populace (Refly & Esti, 2020).

According to the study by [Zaitul, Fauziati, and Bidiawati JR \(2021\)](#), citizen satisfaction with the government department is only feasible when policies are designed to improve the citizens' standard of living. The research conducted by [Sabani \(2021\)](#) concluded that when inhabitants of any country are informed about the government's policies, they create a favorable attitude toward government operations. According to Sukmana, Aminuddin, and Nopriyanto's (2020) research, the level of citizen happiness can be affected by government performance when residents receive the proper advantages. According to Yulianti, Meutia, and Sujadmiko's (2020) study, citizen happiness significantly impacts the government's performance. Yusuf's study concluded that the working performance of the government is required for improved service delivery to citizens in the current day since they are more aware (2021). [Pribadi and Kim \(2022\)](#) concluded that the government's performance would be enhanced if citizens were content with the government and just policies were implemented. The study by [Sabila and Febriansyah \(2021\)](#) stated that the operation of the government sector in a fair manner is required for the effective execution of formulated policies, but these policies should be implemented strategically. According to the research conducted by [Aritonang \(2017\)](#), the performance of the government sector must be enhanced since legal actions relating to the government sector are based on this performance. Indeed, the study found that checks and balances on the operation of government departments boost civilian satisfaction with the government.

Undoubtedly, the studies in the literature have explored various facets of citizen happiness and the functioning of the government, but there is a neglected area that the researchers have ignored. Consequently, this study aimed to examine the relationship between government demonstration quality, new policy implementation, and citizen satisfaction, with perceived responsiveness serving as a moderator. This study's model is an original contribution to the body of knowledge because this novel concept was not addressed in previous studies. The research has considered major practical and theoretical discoveries that have enhanced the literature with newly formed relationships and provided a strategic path ahead to the government department for the strategic happiness of citizens. Accordingly, the research has indicated significant future paths for scholars to improve the model of citizen happiness in the context of government policy implementation and work quality.

## Literature Review and Framework

The contentment of citizens with government performance is essential for enhancing the operations of a government agency (Sumaryati et al., 2020). Citizens are the most important stakeholders in any nation, and their perception of the government is crucial (Andoko, 2020). Many citizens who are educated and well-informed about various aspects of the government's operation have a pragmatic view of it, which influences their personality (Roziqin et al., 2021). The dissatisfied citizens protest against the government's higher authorities about the uncooperative staff and services designed for them (Basri, 2019). In this way, citizen happiness is essential for their improved living conditions (Rahayu et al., 2020).

The success of government departments is commonly attributed to the caliber of government work (Fatem et al., 2018). The amenities made available by the government to any public agency can enhance its efficiency, influencing citizen satisfaction (Nurlianto, 2020). The government is responsible for providing citizens with policy-related services (Nurdin, 2021). When residents are satisfied with the government's performance, they create a positive attitude, and their responses and conduct are approved (Napitupulu et al., 2018). In addition, government services should be of high quality since people who wish to enhance the productive performance of the government sector will benefit from better government services (Lanin & Hermanto, 2019).

It is the government agency's role to establish and implement new policies substantially (Tahili et al., 2021). The policy formulation process comprises distinct phases, but the policy implementation process is as essential (Ayuningtyas et al., 2021). The execution of the policy is difficult since its implementation can serve as a better resource for the government agency trying to improve service quality (Asmorowati et al., 2021). In addition, policy implementation with the assistance of the administration is achievable when newly established policies reflect the needs of the public (Sarnoto & Hayatina, 2021). The government must supply the people with trustworthy guidelines to increase their satisfaction with the government (Refly & Esti, 2020).

Perceived responsiveness is the public's attitude and perception regarding the operation of a government agency (Sabani, 2021). People have a more favorable impression of government agencies that work equitably to present all relevant policies to the public (Sukmana et al., 2020). In addition, the public sector department is not working fairly, and the administration of this department is not addressing these issues adequately (Yulianti et al., 2020). Indeed, policy formulation is the process of government, but it should aim to enhance the perceptions of those immediately impacted by these policies (Pribadi & Kim, 2022). The government is responsible for ensuring that fair policies are implemented at the appropriate time to improve its citizens' perception (Aritonang, 2017).

Literature studies have revealed a relationship between government administration and citizen contentment. The research conducted by Pitaloka and Tannady (2020) indicated that government department activity must be fair because it directly affects citizens. The study by Purwanto (2020) showed that government departments should deliver quality services to the public and that the public has higher expectations of government agencies. The study by Pribadi and Kim (2022) indicated that the government's engagement in service delivery is crucial since this aspect significantly impacts service performance. The study by Romi et al. (2020) indicated that focusing on the quality of the government department's work would be a more effective way to assure citizen satisfaction with government operations. The study by Zaitul et al. (2021) also revealed that dissatisfied citizens are not required to support all government actions. In democratic nations, the public's voice against the government is quite influential. In addition, Soelton et al. (2020) concluded that the government administration should implement new working practices that are equitable concerning job quality. According to Andoko's (2020) research, the quality of government department performance is ensured when residents are satisfied with the functioning of the government's public sector department. The study by Roziqin et al. (2021) also revealed that the poor quality of government department work and citizens' dissatisfaction pose a significant issue. In reality, Basri (2019) correctly noted that the people in any country would only be satisfied if the government's role is expanded to ensure sustainable development and public satisfaction in their everyday work.

According to the research conducted by [Rahayu et al. \(2020\)](#), any country's public is immediately impacted by new policies since they are sometimes the victims and sometimes the beneficiaries of these policies. The study by [Fatem et al. \(2018\)](#) emphasized that the government should be fair when developing new rules because people from many walks of life reside in every country. [Nurdin \(2021\)](#) correctly established that the government department's policy should favor the public and that the public should be informed of it. Indeed, [Nurlianto \(2020\)](#) found that if any government's policies followed the government department's operations, these policies would not pose a problem for government departments or citizens. According to [Napitupulu et al. \(2018\)](#), the government should establish and implement new policies that benefit the new government and its working style to sustain the residents' living standards. Also, [Lanin and Hermanto \(2019\)](#) observed that government policies about the modernization of the health and education sectors could have a good impact on the population if they believe the government is providing them with all relevant chances for fair employment. The study by [Chaniago \(2021\)](#) emphasized that the new policy should not be implemented strictly but with adequate preparation, and the public should be informed of the new regulations. Moreover, [Tahili et al. \(2021\)](#) revealed that individuals' conduct might be more effectively influenced when they perceive that government policies support fair working. Moreover, according to Syam and Chandrarin, developing and implementing new policies for the population increases the residents' trust in the government ([2019](#)).

According to [Ayuningtyas et al. \(2021\)](#), the unfavorable perception of the people regarding quality administration is a disaster for the government. The government must consider the perception of citizens regarding government services. As described in the study by [Asmorowati et al. \(2021\)](#), the performance of government departments in every nation should be favorable to residents, and the public should have faith in the operation of government departments. The research of [Sarnoto and Hayatina \(2021\)](#) revealed that the performance of government departments would improve if the government worked more fairly. In addition, Refly and Esti's ([2020](#)) study showed that the goal of government sector departments is to improve performance through quality enhancement, as this quality motivates personnel to

perform effectively. According to the research conducted by [Zaitul et al. \(2021\)](#), the workings of the government sector are only useful to the public when the public perceives that government sector departments are responsive.

Moreover, [Sabani \(2021\)](#) highlighted that government sector agencies must strengthen their job and that a prompt reaction to the public's issues is essential to work quality. Indeed, [Yulianti et al. \(2020\)](#) found that citizens should be satisfied with the performance of the public sector department because they believe that responsiveness is a significant factor in government sector performance. Accordingly, [Sukmana et al. \(2020\)](#) emphasized that the performance of the government sector would be enhanced if the government sector department worked effectively. According to the study by [Yusuf \(2021\)](#), the people's view of the responsiveness of the government sector should be enhanced because it has a significant impact on public satisfaction. In addition, [Pribadi and Kim \(2022\)](#) concluded that government sector performance is essential for the public's welfare and that the government sector should coordinate positively with the public.

According to the research of [Ayuningtyas et al. \(2021\)](#), the functioning of government sector departments is crucial for the equitable implementation of newly formulated policies for citizens. Indeed, [Asmorowati et al. \(2021\)](#) found that when there is a fair relationship between the working of the government sector and the benefit of the citizens, the public has a favorable perception of the government's policies. The research conducted by [Sarnoto and Hayatina \(2021\)](#) revealed that in this digital age, the public is well-informed about government policies, and swift actions for improved living standards are produced based on these policies. Accordingly, [Zaitul et al. \(2021\)](#) concluded that citizen satisfaction is vital for implementing new procedures and that it is the administration's job to tell the public about newly formulated policies. The conclusion of Refly and Esti's (2020) study is that the development of new approaches is important for enhancing government sector performance to receive favorable feedback from the general public following the implementation of these policies. According to [Yulianti et al. \(2020\)](#), the government sector directly impacts the development of new policies, and these policies should be made equitable for educated residents. The study by [Pribadi and Kim \(2022\)](#) indicated

that citizen contentment with public sector policies is vital. Based on this satisfaction, the government sector can execute other tactics more productively. Indeed, according to [Aritonang \(2017\)](#), the public's perceived reaction to the new policies is crucial to successfully implementing these policies.]

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

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

Hypothesis 3: *Perceived responsiveness positively modifies government administration quality and citizens' satisfaction.*

Hypothesis 4: *Perceived responsiveness positively moderates new policy implementation and citizens' satisfaction.*

[Figure 1](#) depicts the conceptual framework of this study, which shows the relationship between people' satisfaction with government administration quality, perceived responsiveness, and new policy execution.

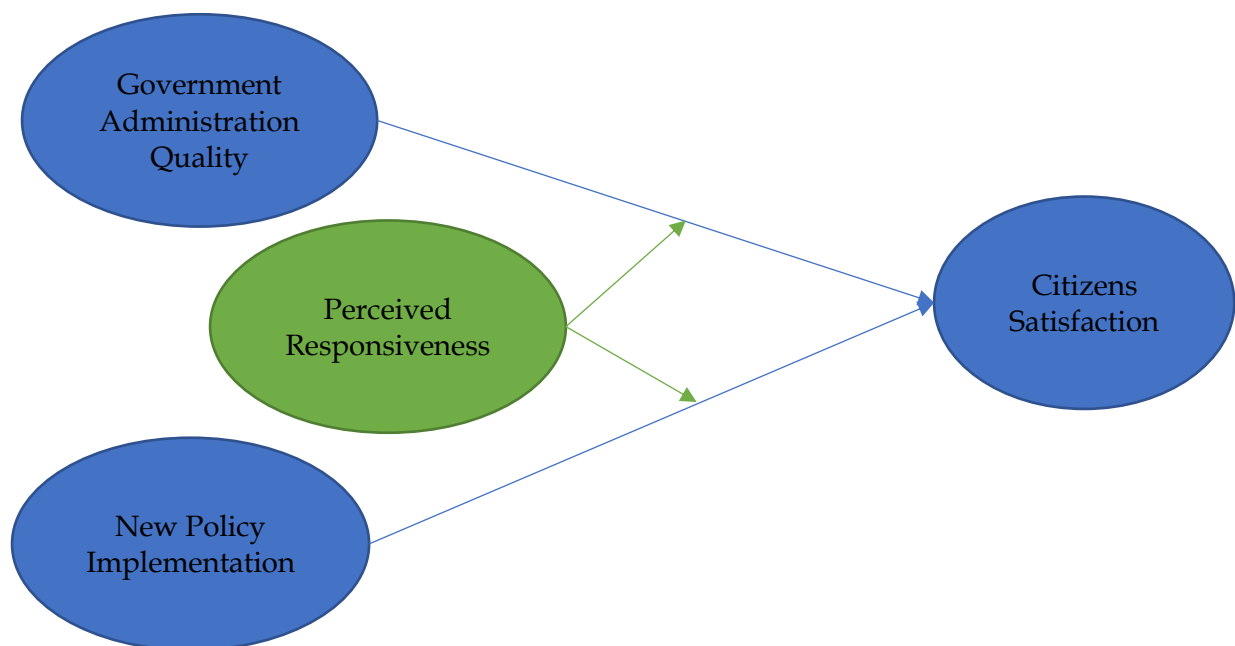


Figure 1. Citizens Satisfaction Framework

## Methodology

This is a "cross-sectional" study because most "social science" studies that collect answers from the general public employ the cross-sectional approach. In addition, [Olsen and St George \(2004\)](#) stated, "A cross-sectional study is a type of



research design in which data are collected from numerous individuals at a single time point." This study acquired its data using the same "simple random sampling" technique as studies that collect data from the broader public. According to [Etikan and Bala \(2017\)](#), a simple random sample is a subset of a statistical population in which every member has an equal chance of being selected. In this manner, the study can have collected substantial data. In addition, the "survey method" was employed to collect data for this study.

Similarly, [Moser and Kalton \(2017\)](#) stated, "a survey method is the collection of data from a sample of individuals via their responses to questions." According to [Sieber \(1973\)](#), this strategy is successful for data collecting since "surveying people in person, by mail, or online is typically faster and less expensive alternatives to observation" In addition, a "Likert scale" questionnaire was employed to collect data for this study. According to [Nemoto and Beglar \(2014\)](#), a Likert scale is a rating scale commonly found on survey forms and questionnaires that gauges how individuals feel about something, which is beneficial in various contexts. In addition, "measurement items" from existing studies in the body of literature were customized for this study's data collection. The researcher checked with the specialists the "face validity" of the surveys. "Face validity" refers to whether a test assesses what it intends to measure, as defined by [Nevo \(1985\)](#). This study employs modified [Ryzin \(2004\)](#) measures to examine government administration quality's direct and positive effect on public satisfaction. In addition, this study uses the modified measures developed by [Tummers et al. \(2012\)](#) to examine the direct and positive influence of new policy implementation on citizen satisfaction. In addition, the metrics adopted by [Beshi and Kaur \(2020\)](#) are utilized to examine the moderating and positive effect of perceived responsiveness on the relationship between government administration quality, new policy implementation, and citizen satisfaction.

Additionally, the components of citizen happiness are derived from [Jinhua, Yong, and Peng \(2010\)](#). These questions are used to collect data and are incorporated into the final questionnaire. This study's "population" includes citizens of Indonesia regardless of their gender or age. The study considered a "sample size" of 400 since "Morgan's Table" justifies this sample size when the population of any research is

large. In addition, the right respondents are educated on the study in hotels and retail malls to obtain accurate data. They were informed of the obvious purpose of this study. In addition, respondents were assured that their personal information would not be shared with any other parties or government agencies. They are given research questionnaires, which are returned after gathering relevant data. This research has created 585 questionnaires. However, only 413 have been returned, and a final sample size of 400 has been determined.

### Data Analysis and Results

The study examined the "PLS Algorithm" findings to determine the "reliability and validity" of the research. For this purpose, "Cronbach's alpha ( $\alpha$ )," "composite reliability (CR)," and "average variance extracted (AVE)" were determined. Composite reliability (CR > 0.70) is a measure of internal consistency in scale items, similar to Cronbach's alpha, as stated by Raykov (1997). According to dos Santos and Cirillo (2021), "average variance extracted (AVE > 0.50) is a measure of the amount of variance captured by a measurement error variance construct." Wolff and Preising (2005) claim that "factor loading indicates how well an item represents the underlying construct, and it must be greater than 0.70." According to Tavakol and Dennick (2011), "Cronbach's alpha (> 0.70) is a measure of internal consistency, that is, the degree to which a group of items is connected. It is considered a measure of the trustworthiness of scales." The "reliability and validity" findings are highlighted in Table 1. In addition, Figure 2 depicts the graph of "Cronbach's Alpha," Figure 3 shows the diagram of "CR," and Figure 4 illustrates the graph of "AVE."

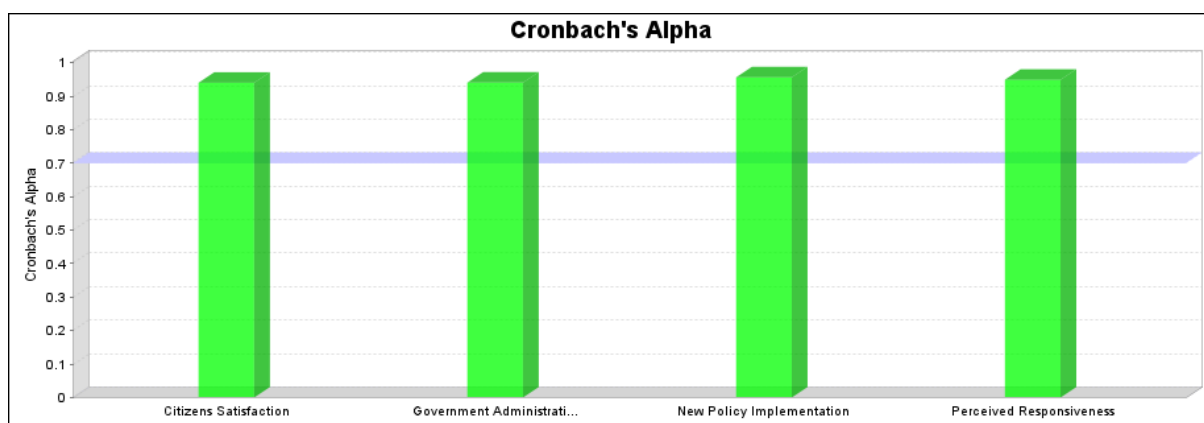


Figure 2. Cronbach Alpha Graph

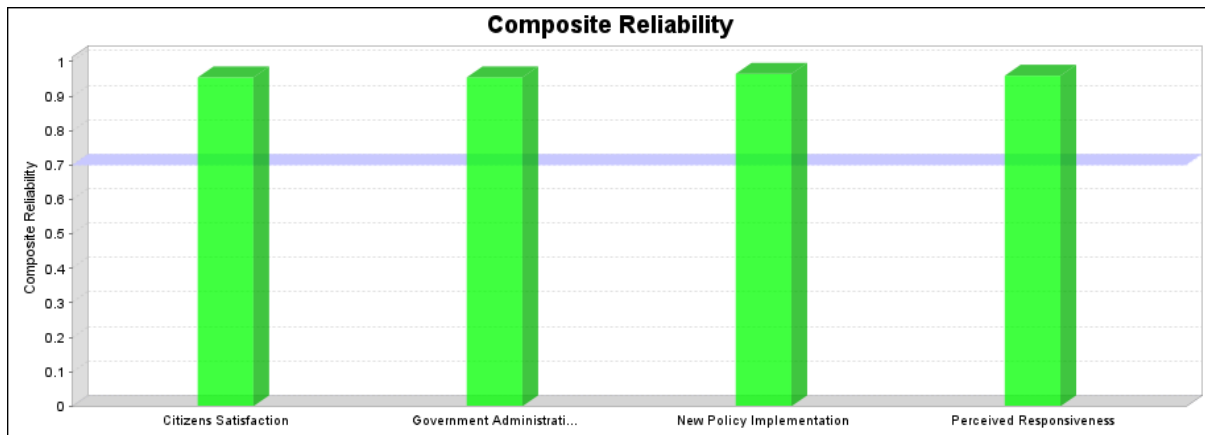


Figure 3. Composite Reliability Graph

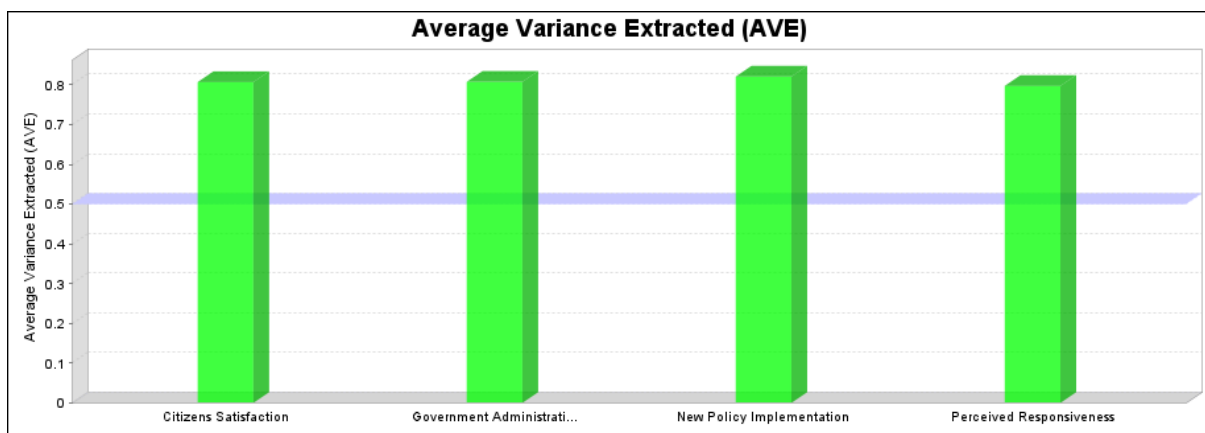


Figure 4. Average Variance Extracted Graph

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

Variables	Items	Factor Loading	$\alpha$	CR	AVE
Citizens Satisfaction	CS1 I am satisfied with the government administration.	0.877	0.940	0.954	0.807
	CS2 The government is working for the citizen' benefit.	0.910			
	CS3 The government has done critical work for citizens.	0.910			
	CS4 All public sector departments are working for citizens.	0.903			

Variables	Items	Factor Loading	$\alpha$	CR	AVE
Government Administration Quality	CS5 There is quality administration in my country's government.	0.893	0.941	0.955	0.808
	GAQ1 The administration work is satisfactory.	0.901			
	GAQ2 Government administration is improved over time.	0.905			
	GAQ3 As a citizen, I believe the working of government is fine.	0.911			
	GAQ4 I think the government should improve service quality.	0.898			
New Policy Implementation	GAQ5 I am satisfied with the government administration.	0.879	0.956	0.965	0.821
	NPI1 New policies are devised for citizens' satisfaction.	0.911			
	NPI2 The new policies are different from existing policies.	0.899			
	NPI3 The government is facilitating use with new policies.	0.895			
	NPI4 The government considers citizens' feedback on new policies.	0.903			

Variables	Items	Factor Loading	$\alpha$	CR	AVE	
Perceived Responsiveness	NPI5	The policy implementation is strategic and beneficial to the public.	0.922	0.949	0.959	0.798
	NPI6	There is transparency in new policy implementation.	0.906			
	PR1	The government has responded through problem-solving.	0.880			
	PR2	The government is responsible for service improvement.	0.897			
	PR3	I am satisfied with the government's rapid actions.	0.899			
	PR4	The administration is quick in problem-solving.	0.901			
	PR5	As a citizen, I think the government should improve its response.	0.895			
	PR6	The government is working strategically to satisfy the citizens.	0.886			

In addition, the study evaluated the results of the "PLS Algorithm" for identifying "cross-loadings" and "Heteritrait-Monotrait (HTMT)." According to [Ab Hamid, Sami, and Sidek \(2017\)](#), "discriminant validity examines whether or not concepts or measurements that are not intended to be related are unrelated." According to [Costello and Osborne \(2005\)](#), "cross-loading to establish discriminant validity at the item level means there is a strong correlation between items of the same construct and a weak correlation between items of a different construct." According to [Ab Hamid et al. \(2017\)](#), HTMT is a similarity measure between latent variables.

Similarly, according to [Gold, Malhotra, and Segars \(2001\)](#), "the threshold of HTMT is debatable; the majority of publications recommend a value below 0.90." Cross-loading results can be found in [Table 2](#), and HTMT results can be found in [Table 3](#). These results demonstrate that the research has substantial "discriminant validity."

Table 2. Cross Loadings

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

Table 3. HTMT

Variables	Citizens Satisfaction	Government Administration Quality	New Policy Implementation	Perceived Responsiveness
Citizens Satisfaction				
Government Administration Quality	0.744			
New Policy Implementation	0.704	0.789		
Perceived Responsiveness	0.691	0.779	0.685	

The importance of the hypotheses was evaluated based on the results of "PLS Bootstrapping" For each hypothesis, the recommended criterion " $p < 0.05$  &  $t > 1.96$ " is determined. The research revealed that the first premise is supported and that the quality of government administration directly affects public satisfaction. In addition, the researchers reported that the second hypothesis is supported and that implementing a new policy directly affects citizen satisfaction. Table 4 and Figure 7 detail the outcomes of these hypotheses. According to the study, the positive moderating impact of perceived responsiveness between the quality of government administration and public satisfaction is accepted. Similarly, Figure 5 demonstrates that the moderating effect of perceived responsiveness is improving the link between the quality of government administration and public satisfaction.

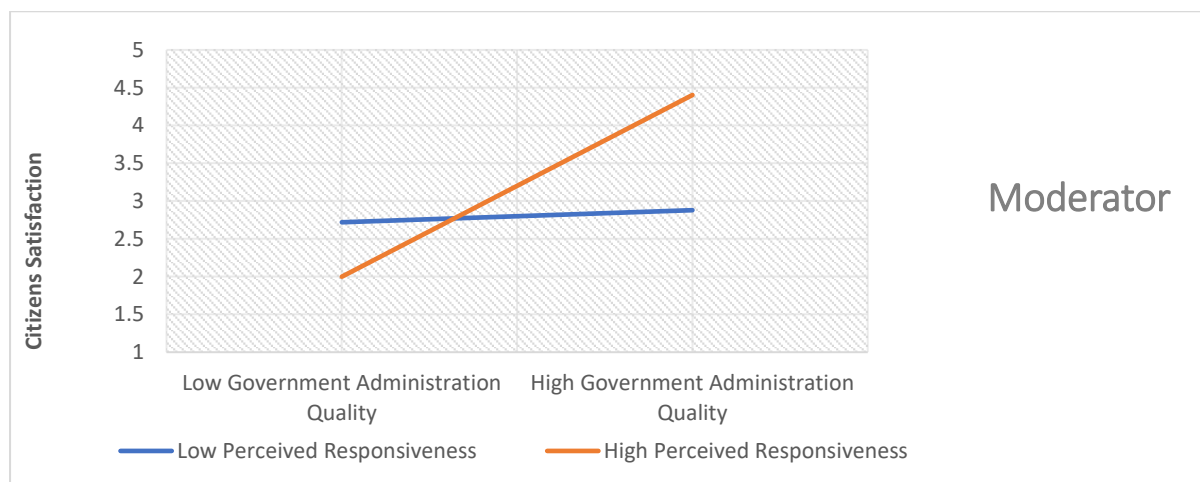


Figure 5. Moderation of Perceived Responsiveness between Government Administration Quality and Citizen's Satisfaction

Finally, the analysis confirmed the beneficial moderating influence of perceived responsiveness between implementing new policies and citizen happiness. Similarly, Figure 6 demonstrates that the moderating effect of perceived responsiveness is improving the association between implementing new policies and public happiness.

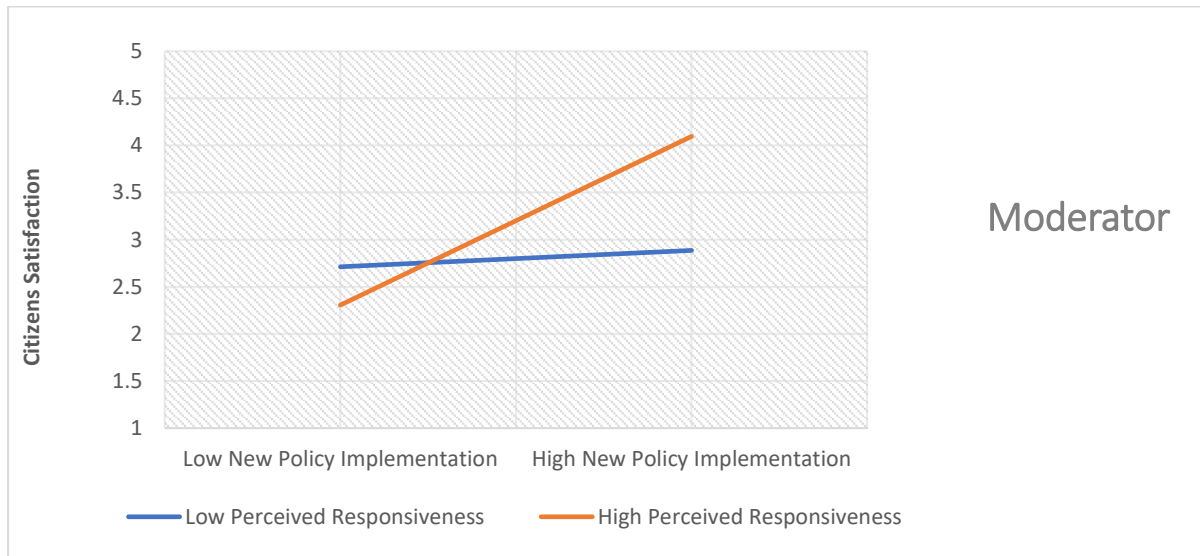


Figure 6. Moderation of Perceived Responsiveness between New Policy Implementation and Citizen's Satisfaction

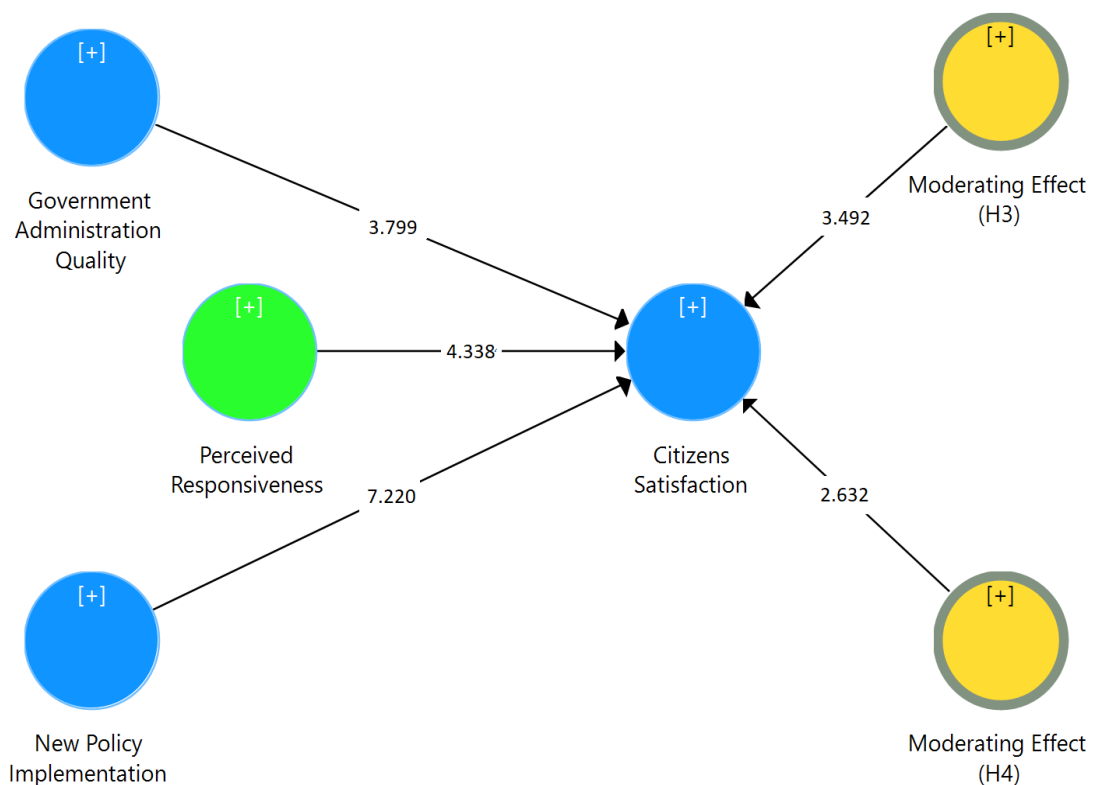


Figure 7. PLS Structural Model



Table 4. Hypotheses

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

### Discussion

This study's findings are derived using the "partial least square - structural equation model." The research has studied both the direct and moderating hypotheses, and the results indicate that all hypotheses are significant. The empirical data support Hypothesis 1 and indicate that the quality of government administration positively influences citizen satisfaction. [Ayuningtyas et al. \(2021\)](#) concluded from their research that citizens who are dissatisfied with the government are not obligated to adhere to all of its policies and that in democracies, public resistance to the government is quite significant. [Asmorowati et al. \(2021\)](#) also found that the government's management should develop new working practices that are equitable with regard to the work quality. According to research by [Sarnoto and Hayatina \(2021\)](#), public sector department performance is high caliber whenever the public is satisfied with how government agencies function. [Refly and Esti \(2020\)](#) concluded that government agencies' operations should be equal because they directly impact the public. The research conducted by Zaitul in 2021 demonstrated that the public should obtain quality services from government entities and that the public has increased expectations of these agencies. [Sabani \(2021\)](#) determined that the government's role in delivering services is vital since it substantially impacts the quality of such services. According to [Sukmana et al. \(2020\)](#), ensuring that government agencies generate high-

quality work is a more effective strategy to ensure that the public is satisfied with the government's operations. [Yulianti et al. \(2020\)](#) also show that government agencies confront substantial challenges in providing high-quality service to citizens. Indeed, [Yusuf \(2021\)](#) properly anticipated that strengthening the role of government to effectively assist the public's sustainable progress and contentment in their daily work would be the only method to ensure the public's happiness in any nation. This result is supported by comparing it to the findings of past surveys on citizen satisfaction, whose conclusions likewise support it.

The findings of the study support Hypothesis 2, and introducing a new policy positively increase citizen satisfaction. [Pribadi and Kim \(2022\)](#) argue that new policies should be devised and implemented that directly benefit the new administration and how it conducts itself to sustain the standard of living of the inhabitants. Moreover, [Aritonang \(2017\)](#) asserted that government measures about modernization in the health and education sectors might positively affect people if they think the government is providing them with all the essential opportunities for fair work. According to the findings of [Sumaryati et al. \(2020\)](#), new rules should be introduced after rigorous consideration and public sharing of information. [Andoko \(2020\)](#) highlighted that when individuals perceive that the government's actions encourage fair work, their behavior might be positively affected.

Moreover, [Roziqin et al. \(2021\)](#) argued that any administration's creation and implementation of new policies for citizens increase individuals' faith in the government. According to the study by [Basri \(2019\)](#), new laws in any country directly affect the general public because they sometimes harm and sometimes help them. According to the study by [Rahayu et al. \(2020\)](#), the government should establish new legislation fairly, considering people from various walks of life exist in every nation. [Rahayu et al. \(2020\)](#) rightly pointed out that educating the public on government policies should be in their best interest. [Fatem et al. \(2018\)](#) determined that when a government's policies align with how its departments operate, the departments and the general public will have no difficulty with them. In addition, this link is compared to the results of past research on citizen satisfaction, the conclusions of which confirm this result.

Hypothesis 3 is accepted significantly, and the research indicated that perceived responsiveness has positive moderation between government administration quality and citizens' satisfaction. According to the study by [Nuridin \(2021\)](#), the public only benefits from government sector activities if they perceive that departments within the sector are responsive. In addition, [Nurlianto \(2020\)](#) noted that government sector agencies must improve their work and that a timely response to public issues is a crucial aspect of job quality. [Napitupulu et al. \(2018\)](#) conclude that residents must be satisfied with how government departments operate since the perception of their responsiveness is vital to the efficiency of the government. Accordingly, [Roziqin et al. \(2022\)](#) underlined that government institutions would be more effective when government sector departments functioned efficiently. According to Chaniago's study, the people's perception of the responsiveness of the government sector must be addressed because it substantially impacts the satisfaction of the general public. [Tahili et al. \(2021\)](#) also found that successful government sector performance is crucial for the general welfare and that effective government sector cooperation should benefit the people. According to [Ayuningtyas et al. \(2021\)](#), the government must consider how the public perceives its services, as a negative perception of the quality of government could signal doom for the government. According to the research of [Asmorowati et al. \(2021\)](#), the public should have faith in the capabilities of government departments to carry out their responsibilities, and their performance should benefit the country's populace. [Sarnoto and Hayatina \(2021\)](#) study revealed that equal government operation would improve government departments' performance. In addition, [Sukmana et al. \(2020\)](#) found that it is the role of government sector agencies to enhance performance requirements because doing so will motivate employees to work hard. Similarly, this result is supported by comparing it to the findings of prior research on citizen satisfaction.

It is revealed that perceived responsiveness positively moderates the relationship between implementing new policies and citizen satisfaction. Accordingly, [Pitaloka and Tannady \(2020\)](#) concluded that citizen approval was necessary for implementing new policies and that it was the administration's responsibility to inform the public about these newly formulated policies. According

to Purwanto's (2020) research, to improve the government sector's performance and gain positive feedback from the general public following the adoption of new policies, it is necessary to establish new policies. The study by Pribadi and Kim (2022) stated that the public sector directly influences the establishment of new rules and that these policies should be fair to residents with a college education. According to Romi et al. (2020)'s study, citizens must be satisfied with public sector policies for the government sector to implement new plans more efficiently. Indeed, according to Zaitul et al. (2021), the public's perceived receptivity to the new policies is crucial for their implementation. According to research by Ida and Saud (2021), the proper operation of government sector agencies is necessary to implement recently created policies for the public's benefit. Soelton et al. (2020) found that the public has a positive view of government policy when there is a fair relationship between how the government sector operates and how it helps the people. According to the study by Sumaryati et al. (2020), the public is now well-informed about government policies. Rapid reactions are developed in response to such policies to enhance living conditions. This result is corroborated by comparing it to past research on citizen satisfaction.

### Implications

The study's outstanding findings have boosted the model of citizen satisfaction. The model is improved due to the addition of newly found relationships that were not explored by previous studies. The research has developed the model for the research's original contribution. The study has contributed to the literature on citizen satisfaction by introducing two direct and two moderating effects. Initially, the study hypothesized that the quality of government administration benefits citizen satisfaction, which is novel in the literature because previous cross-sectional studies have not concluded this association. Accordingly, the study has introduced the second direct impact is that adopting a new policy has a beneficial effect on citizen satisfaction. This link had not previously been explored in the literature. Significantly, this study has demonstrated the moderating function of perceived responsiveness in two interactions, supported by its empirical findings and contributing to the literature on citizen satisfaction. The study revealed that perceived responsiveness positively

moderates the relationship between the quality of government administration and citizen satisfaction. Similarly, perceived responsiveness moderates the relationship between the execution of new policies and people's satisfaction; this relationship is unique to the literature. Indeed, this research's model is an original and novel contribution to the body of knowledge that contains various links.

This study also has significant practical implications that the Indonesian government might implement to increase citizen satisfaction. The research revealed that citizens are content when they believe the government is improving its efforts to provide them with enough facilities. Accordingly, the study indicated that implementing a new policy is the method to please the citizens, but this policy should be designed with the citizens in mind. The study stated that the new guidelines should be for the benefit of the Indonesian people, as the conventional policies have failed to support the various government departments throughout time. Similarly, the study indicated that the government should increase the productivity of public departments because citizens connect directly with them. In addition, the study showed that the Indonesian government must improve service quality through transparent administration since transparency in administration is a path to citizen happiness. Furthermore, the government should ensure that citizen feedback is carefully reviewed to enhance government policies, given that important government decisions are enacted based on community feedback. Indeed, the Indonesian government can work well to increase citizen contentment, but citizens credit their superior working strategy with quality administration and freshly formulated policies for their satisfaction.

### **Conclusion and Future Directions**

In truth, the model established by this research is a unique contribution to the body of knowledge since this novel concept was not covered in any prior research. In addition, the study has included major practical and theoretical discoveries that have enhanced the literature with newly formed links and provided a strategic path ahead to the government department for the strategic happiness of residents. In conclusion, the research suggests crucial future paths for scholars to improve the model of citizens' satisfaction within the framework of government policy implementation and work

quality. Future studies should improve the study model of citizen satisfaction, and scholars must examine the direct influence of e-government services on citizen satisfaction. In addition, it is suggested that researchers look at the moderating effect of people's perceived accountability between e-government services and citizen satisfaction. In addition, it is recommended that researchers examine the moderating effect of perceived transparency between e-government services and citizen satisfaction. Similarly, it is recommended that scholars examine the moderating effect of public trust between the implementation of new policies and the effective operation of the government.

### References

- Ab Hamid, M., Sami, W., & Sidek, M. M. (2017). Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion. *Journal of Physics: Conference Series*, 890(1), 012163. <https://doi.org/10.1088/1742-6596/890/1/012163>
- Andoko, E. (2020). Analysis of Indonesia's Government Strategy for Rural Development through Agriculture. *FFTC Agricultural Policy Platform (FFTC-AP): Taiwan*. <https://ap.fftc.org.tw/article/1612>
- Aritonang, D. M. (2017). The impact of e-government system on public service quality in Indonesia. *European Scientific Journal, ESJ*, 13(35), 99-111. <http://dx.doi.org/10.19044/esj.2017.v13n35p99>
- Asmorowati, S., Schubert, V., & Ningrum, A. P. (2021). 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*, 1-15. <https://doi.org/10.1080/17516234.2020.1869142>
- Ayuningtyas, D., Haq, H. U., Utami, R. R. M., & Susilia, S. (2021). Questioning 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. <https://doi.org/10.3389/fpubh.2021.612994>
- Basri, H. (2019). Assessing determinants of dividend policy of the government-owned companies in Indonesia. *International Journal of Law and Management*, 61(5-6), 530-541. <https://doi.org/10.1108/IJLMA-09-2017-0215>

- 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. <https://doi.org/10.1007/s11115-019-00444-6>
- Chaniago, H. (2021). The effect of small business innovation and the role of government on the environment: evidence from Indonesia. *International Journal of Energy Economics and Policy; Mersin*, 11(6), 198-205. <https://doi.org/10.32479/ijeep.11808>
- 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. <https://doi.org/10.7275/jyj1-4868>
- 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. <https://doi.org/10.1080/03610918.2021.1888122>
- Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), 00149. <https://doi.org/10.15406/bbij.2017.05.00149>
- 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. <https://doi.org/10.1016/j.landusepol.2018.07.018>
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of management information systems*, 18(1), 185-214. <https://doi.org/10.1080/07421222.2001.11045669>
- 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. <https://doi.org/10.1007/s10943-020-01001-y>
- Jinhua, Y., Yong, L., & Peng, Z. (2010). E-government evaluation based on citizen satisfaction and its implementation. In *2010 International conference on e-business and e-government* (pp. 535-538). IEEE. <https://doi.org/10.1109/ICEE.2010.143>

- Lanin, D., & Hermanto, N. (2019). The effect of service quality toward public satisfaction and public trust on local government in Indonesia. *International Journal of Social Economics*, 46(3), 377-392. <https://doi.org/10.1108/IJSE-04-2017-0151>
- Moser, C. A., & Kalton, G. (2017). *Survey methods in social investigation*. Routledge. <https://doi.org/10.4324/9781315241999>
- Napitupulu, D., Syafrullah, M., Rahim, R., Amar, A., & Sucahyo, Y. (2018). Content validity of critical success factors for e-Government implementation in Indonesia. *IOP Conference Series: Materials Science and Engineering*, 352(1), 012058. <https://doi.org/10.1088/1757-899X/352/1/012058>
- Nemoto, T., & Beglar, D. (2014). Likert-scale questionnaires. In *JALT 2013 conference proceedings* (pp. 1-8). Tokyo: JALT. [https://jalt-publications.org/sites/default/files/pdf-article/jalt2013\\_001.pdf](https://jalt-publications.org/sites/default/files/pdf-article/jalt2013_001.pdf)
- Nevo, B. (1985). Face validity revisited. *Journal of Educational Measurement*, 22(4), 287-293. <https://doi.org/10.1111/j.1745-3984.1985.tb01065.x>
- Nurdin, N. (2021). A Collective Action In Indonesia Local E-Government Implementation Success. Available at SSRN 3821726. <https://dx.doi.org/10.2139/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), 65-69. [https://doi.org/10.22610/jeps.v12i3\(J\).3030](https://doi.org/10.22610/jeps.v12i3(J).3030)
- Olsen, C., & St George, D. (2004). Cross-Sectional Study Design and Data Analysis. *College entrance examination board*, 26(03), 2006. [http://www.yes-competition.org/media.collegeboard.com/digitalServices/pdf/yes/4297\\_MODULE\\_05.pdf](http://www.yes-competition.org/media.collegeboard.com/digitalServices/pdf/yes/4297_MODULE_05.pdf)
- 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. <http://eprints.upj.ac.id/id/eprint/510>
- 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. <https://doi.org/10.1002/pa.2662>



- Purwanto, A. (2020). Effect of organizational citizenship behavior, work satisfaction and organizational commitment toward Indonesian school performance. *Sys Rev Pharm*, 11(9), 962-971. <http://dx.doi.org/10.31838/srp.2020.9.140>
- Rahayu, S., Laraswati, D., Pratama, A. A., Sahide, M. A., Permadi, D. B., Wibowo, W., Widyaningsih, T. S., Suprpto, E., Andayani, 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. <https://doi.org/10.1080/14728028.2020.1753585>
- Refly, S., & Esti, M. (2020). Optimization of the Implementation of Village Government in Indonesia. *RUDN Journal of Public Administration*, 7(4), 352-360. <https://doi.org/10.22363/2312-8313-2020-7-4-352-360>
- 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. <https://doi.org/10.5430/ijhe.v9n2p78>
- 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. <https://doi.org/10.1080/09737766.2021.2007036>
- 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. <https://doi.org/10.1108/PAP-08-2020-0039>
- Ryzin, G. G. V. (2004). The measurement of overall citizen satisfaction. *Public Performance & Management Review*, 27(3), 9-28. <https://www.tandfonline.com/doi/abs/10.1080/15309576.2004.11051805>
- Sabani, A. (2021). Investigating the influence of transparency on the adoption of e-Government in Indonesia. *Journal of Science and Technology Policy Management*, 12(2), 236-255. <https://doi.org/10.1108/JSTPM-03-2020-0046>
- 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. <https://doi.org/10.24018/ejbmr.2021.6.4.997>

- 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. <https://doi.org/10.21744/lingcure.v5nS1.1449>
- Sieber, S. D. (1973). The integration of fieldwork and survey methods. *American journal of sociology*, 78(6), 1335-1359. <https://doi.org/10.1086/225467>
- 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. <https://core.ac.uk/reader/327151320>
- 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. <https://doi.org/10.36349/EASMS.2020.v03i03.025>
- 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. <https://doi.org/10.13106/jafeb.2020.vol7.n10.795>
- 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*, 4(10), 50-59. <https://www.ijisrt.com/assets/upload/files/IJISRT19OCT1652.pdf>
- 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. <http://eprints.unm.ac.id/id/eprint/21539>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International journal of medical education*, 2, 53-55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- 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. <https://doi.org/10.1080/14719037.2012.662443>

- 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. <https://doi.org/10.3758/BF03206397>
- Yulianti, D., Meutia, I. F., & Sujadmiko, B. (2020). Indonesia' 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. <http://repository.lppm.unila.ac.id/id/eprint/23412>
- 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. <https://bulenttarman.com/index.php/jsser/article/view/3283>
- Zaitul, Fauziati, P., & Bidiawati JR, A. (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. *International Journal of Public Administration and Management Research (IJPAMR)*, 2(4), 15-24. <http://repo.bunghatta.ac.id/id/eprint/4029>