

Plagiasi Pak Andri

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BACKGROUND

The Government has the authority to run the administration and provide services for the community (Ingrams, 2019). Previous research is necessary to be developed because they have not shown satisfaction from community service.

Indications provided by the government are only considered good by the community (Suandi, 2019), while they always expect the best and most satisfying services completed with the best facilitation (Rukayat, 2017). The empirical thing about performance shows that ergo-iconic-based services can drive improvement in performance (Andriyansyah, 2020). In addition, services and their facilities also need to adapt to industry development in era 4.0. They lead to quite significant changes so that traditional character services begin to change into digital-based services (Yeh & Ramirez, 2016).

Services provided to the public can be from the private or public sector, run and controlled by the government. Private sector service is different from public sector service field (Anjani et al., 2019). Public sector service transparently shares visions and missions in the short, medium, and long term with the public (Leigh, 1983). In this case, openness is performed as managerial functions to be applied internally or externally by involving various stakeholders (Dillon et al., 2010). Policies taken in the public sector are far more difficult than in the private sector because it has considerations such as social, economic, and political responsibilities that

tend to have a policy model following a bottom-up scheme, while the private sector adopts a top-down scheme (Dillon et al., 2010). The performance of both sectors is different in providing services. The private sector is more focused on high profit while the public sector wants to serve the public interest, loyalty to the hierarchy of tasks and organizations collectively, and patriotism with minimal utilization of resources (Frederickson & Hart, 1985; Indara, 2018; Leigh, 1983; Perry et al., 2010). Therefore, the bureaucracy needs to input variables having advantages from various sources, which in this study are called agility variables.

Government agility requires agile thinking because people have various psychological barriers. Being agile encourages people to learn and be ready to accept open criticism over their activities. In a world of nimble, routine working and thinking patterns are avoided whenever possible. Furthermore, people who do different and new activities are required. In this case, learning is required instead of given. It aims to make people do their activities and gain new knowledge and skills which make them have agile dynamic learning. In various parts of the world, developed countries and developing countries including Indonesia experience advanced and developing economies followed by improvements in public administration (Robinson, 2015). In 2018, Asian Development Bank states that Asian countries can achieve the SDGs target and succeed in reducing poverty. However,

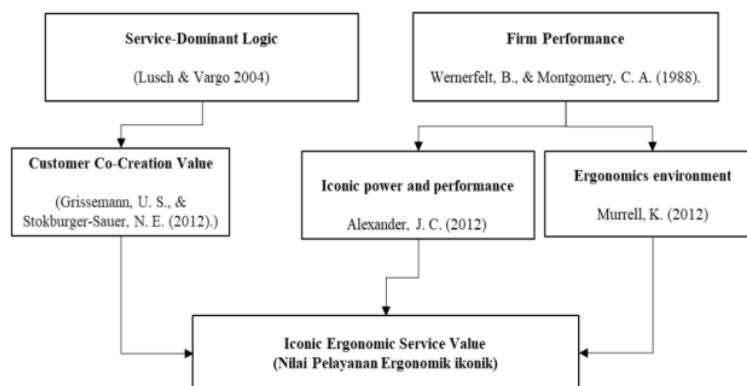
data on the quality of public services from most developing countries in Asia is inadequate.

Indonesia as a developing country requires all departments and units to provide qualified services to the public in accordance with Law Number 25 of 2009 regarding public services. Quoted from Ombudsman Republik Indonesia, public services in 2019 or called public service report shows the yellow zoning (55%) and 45% of the region still shows a red zone indicating the absence of public service improvement (Indonesia sets public services used as the guideline for service delivery and the reference to an assessment of service quality as the government's obligation and promise to the community to have qualified, fast, easy, affordable, and measurable services).

By considering that the public sector makes bottom-up, unpredictable, and reactive decisions, therefore, in this study, we present indicators that we think can measure the performance of government in the public sector and ensure that services provided are effective, efficient, and socially equitable. This research aims to prove that government services adopting an

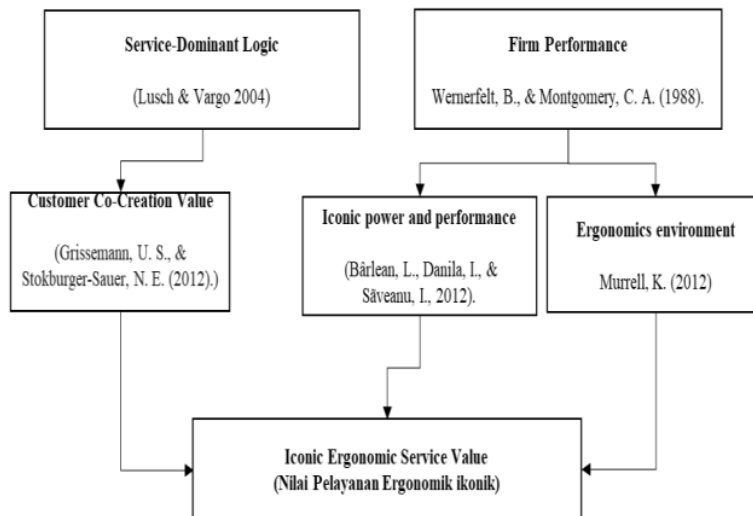
ergo-iconic service can improve their services, their existence to think, become entrepreneurial government, build, and create innovative ideas. Business-minded bureaucrats will be able to develop business management in their work. In addition, they can also assess work risks and decisions made by Information Technology Service (ITS) that enable all stakeholders to have an interest in the service values (Chatfield et al., 2015; Kasmad et al., 2019), by adopting technology development in the industry 4.0. Adopting that technology means encouraging the government to adapt to new needs and they have to be agile in facing changes (Aggoune et al., 2011). Other empirical thing shows that web-based service such as the quality of content, display, accessibility, ease of use, and good website design still need to be improved (Alshehri et al., 2012). This new variable is the result of developing a dissertation on the proportional value of ergo-iconic products (Andriyansah, 2018) with the following theoretical synthesis.

Figure 1: Synthesis of Theory for the Value of Ergo-iconic Service.



The Ergo-iconic Service Value variable is synthesized from the theory (Alexander, n.d.; Grisseman &

Stokburger-Sauer, 2012; Murrell, 2012; Vargo & Lusch, 2006; Wernerfelt & Montgomery, 1988)



2 Ergo-Iconic Service Values

This variable is the development of previous research discussing the Comfortable Dimension in Functional Value, Artistic Value, and Pleasure Value (Andriyansah, 2018). Service is a unique capital that means all profit or non-profit business entities have capital developed to increase excellence. The capital will show excellence when there is utilization offered, for example by providing distinctive services (Andriyansah, 2019). Ergo-iconic Services from the element of service values are exclusively provided to the community (Zailani et al., 2019).

4 Agile Government

Agile is an adjective that refers to the needs of organizations, especially bureaucracy to be more flexible, adaptive, and fast in terms of behavior (Alsudairy & Vasista, 2014) in responding to external social, economic, and market threats (Clark II, 2007; Dahmardeh & Pourshahabi, 2011). It is a challenge in the industrial revolution 4.0 that includes the adoption of new technology or system aiming to form organizations which adaptive to changes. This makes changes in the supply of public goods and services that can be acquired in accordance with the community's demands. Technological progress requires the government to be more adaptive, and able to move quickly to follow

developments in the internal and external environment by using a system that can follow the trend of change. The trend of change can be applied by identifying developments that have positive and negative impacts on government. Besides, it can also be applied by requiring the government to learn and implement standard operating procedures in their service performance to realize an agile government. The agile government will have partners in various fields of work. Agility partners will create equality and responsibility and have an easy and open communication (Soe & Drechsler, 2018).

Community Acceptance Values

Confidence in community attitude will affect the character shaping the culture of community behavior. This behavior is related to the expectation of service acceptance in the public service systems (Shareef et al., 2016). The conflict between expectations and reality always becomes a gap to get satisfaction from the performance offered. The values in this study adopt customer values community may spend time and money to get the best service they expect. These emotional values contribute to the service from the compensation they give (Ladhari et al., 2017; Zailani et al., 2019).

Government Service Performance

From an economic perspective, service products are classified into two categories, namely goods and services. Goods industries such as agriculture, mining, manufacture, and temporary service industries including transportation,

communication, public utilities, wholesale and retail trade, finance, insurance, real estate, personal and other business services, and government services (Kutscher & Mark, 1983). Government performance is an achievement that can be measured by the success of providing service to the community as the users. The government's ability to manage resources optimally in order to reduce the range of desire with the fact of services accepted (Sullivan, H & Skelcher, 2017). The government services are not only for administration, correspondence, and licensing, but also for overall government services that control the lives of people in certain places (Yeh & Ramirez, 2016). In this research, we present indicators that we think can measure the government's performance

METHOD

This study uses an electronic questionnaire and a quantitative approach. The questionnaire was carried out using snowball sampling. A total of 202 respondents were collected in a month and 20 days from the month to March 2020. Questionnaires distributed through online media can limit respondents from providing answers. If they are under 20 years of age or the same as those who have graduated from college, it can be assumed that they often perform transaction services provided by the government.

RESULT AND DISCUSSION

The hypothesis developed in this study is as follows

Ergo-Iconic Service Values and Agile Government

In an agile government, decision making is only for one leader, but also each subdivision leader in the team can also make a decision for job responsibilities on their part, it shows that people in the lowest hierarchical structure in a government organization can make decisions shaping the future of organizations (Teece et al., 2016). Values in ergo-iconic services adjust to people's desires where they want comfort in service. Therefore, the services expected are in accordance with the functions of the government as the organization of public service providers. To provide satisfying services, of course, decisions need to be made based on the assessment of risk, options, and consequences so that a decision can be implemented through agile behavior. Decision makers should be firm and responsive to provide satisfying services (Gong & Janssen, 2012). The first hypothesis proposed is the more ergo-iconic services are, the more the agile government increases.

Ergo-Iconic Service Values and Community Acceptance Values

The characteristic of ergo-iconic service values offering is providing value added to the recipient or user. Therefore, the values accepted by the community are more than their expectation. The value of function and pleasure become a bridge to encourage service features provided can be accepted and provide value-added for the user (Rulinawaty et al., 2021). Ergo-iconic service values are developed to add local values that become excellence. Therefore, the third hypothesis in this research is the

higher the ergo-iconic service values, the higher the community acceptance values.

Agile Government and Community Acceptance Values

Decision-making in problem-solving needs to use agile brain that is balance. It means solving problems using rational techniques, intuition, and emotion. Agile is applied to solve predictive analytical problems, autonomous means, big data, artificial intelligence, and smart city approaches in the government in internal and external environment (Mergel et al., 2018; Rulinawaty et al., 2020; Soe & Drechsler, 2018). The government organizations in the era of New Public Management (NPM) and New Public Service (NPS) have a skill set and limited capacity to be developed (Fernandez, 2020). With the ability and expertise to use that kind of technology, the community that has an interest in service features will be able to accept offers as expected. Generally, communities have a similar interest which is a rapid adaptation of government services. It is not only being fast, but accuracy also needs to be the basis to form service units because they contribute to the government (Hunter, 2017). The following hypothesis proposed shows that the more agile the government increases, the higher community acceptance values.

Agile Government dan Government Service Performance

Agile government in the implementation will more often redesign with rapid techniques for product service

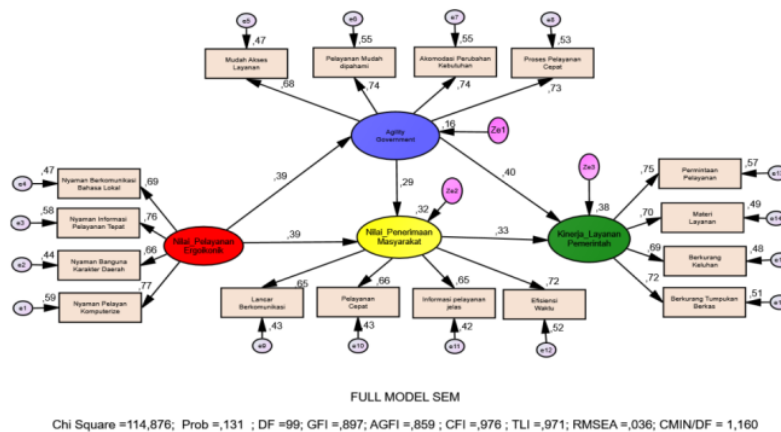
development and involve its customers in the service design process (Akbar, 2017; Lappi & Aaltonen, 2017). The agile government will have holistic agile management in utilizing resources to support managerial things to provide innovative digital services in the government. Agile management is the key to the success of the agile approach that will create the agile government. With the capital in form of reliable human resources and technology, service features provided will lead to changes for better performances. The government service performance is not merely a financial increase because the government is a non-profit institution obliged to provide the services (Boateng et al., 2016). Therefore, the next hypothesis is the more agile the

government increases, the higher the government service performance.

Community Acceptance Values dan Government Service Performance

Community acceptance values are the implementation of service features provided by a service provider, the government. Community acceptance value is simple, expenditure minus revenue, which means that costs are not only financially incurred but are reduced by services not just features or types of services, but some things are indications of community acceptance such as having fluent communication, fast services, clear information services, and time efficient. Therefore, the next hypothesis is the higher the community acceptance values, the higher government service performance.

Figure 2. Research Model with data processing results



Sources: Results of AMOS SEM data processing (2020)

This research used six indicators out of four variables. The research model proposed is on Figure 1. This research used two mediations to find out improvement in

government service performance. The first is community acceptance values and agile government. The model proposed in this study shows fit indication that means this

model is appropriate and in accordance with the sample required. The following is a take on data processing using the Structural Equation Model (SEM). To answer the hypotheses proposed in this study are as follows:

- Hypothesis (1) the more ergonomic services are, the more the agile government increases (0.39).
- Hypothesis (2) the higher the ergonomic service values, the higher the community acceptance values (0.39).
- Hypothesis (3) the more agile the government increases, the higher

community acceptance values (0.29).

- Hypothesis (4) the more agile the government increases, the higher the government service performance (0.40).
- Hypothesis (5) the higher the community acceptance values, the higher government service performance (0.33).

Table 1 shows the goodness of fit of the model tested. In this table, the element as the provision for a model is declared to be feasible, all these requirements have been fulfilled.

Table 1. The goodness of fit of the model tested

Criteria	Goodness of Fit Index	Cut of Value	Analysis Result	Description
DF			99	
Chi-Square		123.23	114.876	Fit
Probability		≥ 0.05	0.131	Fit
RMSEA		≤ 0.08	0.036	Fit
GFI		≥ 0.90	0.897	Fit
AGFI		≥ 0.90	0.859	Fit
CMIN/DF		≤ 2.00	1.160	Fit
TLI		≥ 0.95	0.971	Fit
CFI		≥ 0.95	0.976	Fit

Sources: Results of AMOS SEM data processing (2020)

The analysis presented is variables and indicators proposed in this research as well as those explained in the elaboration of the hypotheses. It illustrates the significance

of the variables tested. Both variables used as mediators in this research show the significance of the government service performance that can be improved.

Table 2. Estimated points

			Estimate	S.E.	C.R.	P	Label
Agile_Government	<--	Ergo- iconic_Service_Values	,355	,104	3,403	***	par_17
Community_Acceptance_Values	<--	Ergo- iconic_Service_Values	,351	,115	3,038	,002	par_9
Community_Acceptance_Values	<--	Agile_Government	,290	,125	2,323	,020	par_12
Government_Service_Performance	<--	Community_Acceptance_Values	,423	,160	2,649	,008	par_15
Government_Service_Performance	<--	Agile_Government	,512	,155	3,305	***	par_16

Sources: Results of AMOS SEM data processing (2020)

The next discussion is the statistical test result in table 2 showing estimated points of 0.290 to 0.512, a standard error value of 0.104 to 0.160, and a critical ratio value of 3.23 to 3.403 with a probability of 0.020 to 0.000 with an alpha level (α) 0.05. Therefore, it can be concluded that all hypotheses proposed in this study can be accepted. The table above illustrates that if community acceptance value and agile government increase, this will statically contribute to an increase in improvement of government service performance.

Ergo-iconic values proposed in this research as the independent variable is proven to be able to make a positive contribution and drive the improvement of agile government and community acceptance values. This means that the variable has been a mediator variable. In this research, the variable can be a driver of indirect service performance improvement and consideration for those who have an interest in implementing the variable to provide a movement in increasing the significance of service performance.

The increase in service performance shows that a government that is good in research studies or practice is

developing in the era of industrial revolution 4.0. Agile government shows an improvement in public service performance, although there will be challenges in implementing agility in the public sector. The implementation of agile government will create service efficiency, program innovation will run well, and be able to reduce resources both in terms of human resources and budgetary resources. Creating performance based on agility services must be supported by bureaucrats' skills, a culture of agility, organizational structure, and agility policies, and all of these tend to be owned by public bureaucracy. This is supported by the study by Hong and Lee (2018) showing that policies, leadership, and decentralization will have an impact on the government that is adaptive to external changes.

Ergo-iconic public service in the agile government will create a digital government where new forms of public services are required to quickly adapt to the internal and external environment. This research shows that the model creates agile service performance due to a division of power between the central and regional governments in decision-making and accountability in public performance. In

line with the research proposed by Soe and Drechsler (2018), the collaboration between central and local governments in providing public services becomes more adaptive to technological changes and new organizations. Digital services and innovative trends in the industry can be introduced.

This research also shows that the use of big data analysis will increase agile customers in services based on customers' demand. The use of innovative ergo-iconic models will support systematic changes in operations and service delivery. This research shows that the process of strategic implementation, digital infrastructure, and assimilation of big data technology has an impact on customer agility (Kasmad et al., 2020).

CONCLUSION

This research does not describe the overall object of government services in Indonesia. In addition, there were few respondents in the research sample. Furthermore, the use of an e-questionnaire cannot really know the responses' reactions when giving the answers, so it is difficult to make sure the response. This research has not been able to separate the respondents' answers for central, provincial, or district/city government. Further research will include policy variables and mobile services. This research still needs the development of studies to understand how bureaucracy can adapt or how this method

can be harmonized with bureaucratic rules and the use of government resources to encourage and promote agile bureaucracy. The government is agile which variable has the highest contribution to good government service with the indication as this; 200 access to services, providing comparable services, environmental change activities, and service responsiveness can be allocated by the government for services to provide to the community.

However, from a good variable indicator, the people who are motivated by distance have a high indication of agile government variables. The value of ergo-iconic service as a new variable in revealing which management organization functions - IT is the agility of the education generation. This research also divides the collaboration between the government, private institutions, and the community for better service efficiency. Agile governance will be difficult if the organization is a chain or a traditional style of command and control. The public bureaucracy does not exist for joint teams or collaboration. As long as this bureaucracy is indeed under pressure, its procedures are slow. Moreover, this research can provide capable service and function both an agile government that is comfortable with an agile character of value comfortably that can be swept away by society. At that time, with the ergo-iconic service concept model, the sentence of public service and agile government could be misleading.

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