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# MEASUREMENT THE QUALITY OF SERVICE OF THE INDONESIAN NATIONAL POLICE WITH  PRECISION ASPECTS

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## Abstract

Polri is one of the public servants that have a road map for bureaucratic reform to meet the demands of the community in accordance with its main duties as a protector, and public servant, maintaining public security and order, and enforcing the law in realizing an effective, efficient and economical performance based on bureaucracy. In the context of public services, measuring public satisfaction has been mandated to public service providers by involving the community as an effort to build a fair, transparent and accountable system. Polri has a performance concept with aspects of Precision, which is a further phase of Polri Promoter (PROfessional, MOdern, and TERpercaya) with a problem-oriented policing approach. The problems in the PRESISI service system are the absence of indicator elements in measuring public services in Polri institutions based on the Precision aspect, the absence of a Polri service satisfaction measurement model for the public based on the Precision aspect which is a single and complete guideline and applies throughout the Polri environment. With this research, the elements of indicators in measuring public services in the Police based on aspects of Precision are produced and a model for measuring public satisfaction with Police services with an emphasis on aspects of Precision is produced. The result of this study is that the coefficient of determination for the Public Satisfaction variable (Y) is 0.569, which means that the aspects of Predictability, Responsibility, Transparency and Fairness together are able influence public satisfaction by 56.9%, the remaining 43.1% is influenced by other factors. Predictive has a positive effect on satisfaction, with a path coefficient value of 0.359 and significant, with a P-Values value of 0.000 <0.05, Responsibilities has a positive effect on satisfaction with a path coefficient value of 0.139 and significant with a P-Values value of 0.000 <0.05. Transparency has a positive effect on satisfaction with a path coefficient value of 0.212 and significant, with a P-Values value of 0.000 <0.05. Fairness has a positive effect on satisfaction, with a path coefficient value of 0.202 and significant, with a P-Values value of 0.000 <0.05.

## INTRODUCTION

The government is required to fulfill public services to all the needs of citizens in the form of the implementation of excellent public services in order to meet the basic needs and civil rights of every citizen for public goods, public services, and administrative services, besides that it is necessary to develop public service innovations in order to improve the performance of governance as a support for the development of massive and sustainable innovations, namely no poverty, no hunger, healthy and prosperous life, quality education, gender equality, clean water and proper sanitation, clean and affordable energy, decent work and economic growth, industrial development, innovation and infrastructure, reduced inequality, sustainable urban and residential development, responsible consumption and production, handling climate change, preserving ocean ecosystems, terrestrial ecosystems, peace, justice and resilient institutions and partnerships to achieve goals. Polri is one of the public servants that has a road map for bureaucratic reform to meet the demands of society in accordance with Polri's main duties as protectors, protectors, and public servants, maintaining security and public order, and enforcing the law in realizing performance-based *bureaucracy* that is effective, efficient and economical, by implementing electronic-based performance management so that every Polri member has a clear contribution to organizational performance. The continued implementation of police reform plays an important role in realizing a professional and independent police force as expected by the public. In the context of public services, measuring public satisfaction has been mandated to public service providers by involving the community as an effort to build a fair, transparent and accountable system. The Community Satisfaction Survey is a comprehensive measurement of activities regarding the level of community satisfaction obtained from the measurement of public opinion. Satisfaction surveys should be carried out once a year by public service providers as basic information to improve services and innovate services. The results of the satisfaction survey should also be published through the media, both mass media and social media owned by public service providers in the form of scoring (quantitative) or good-bad (qualitative). The purpose of conducting a public satisfaction survey is to achieve a quality level of public services through community involvement in evaluating public service providers. Therefore, the document on the results of the satisfaction survey is a monitoring and evaluation tool for the leadership of service providers to always be a material for decision making related to efforts to improve services to the community.

Police bureaucratic reform has become a necessity in realizing *good governance* and *clean government*. The concept of Presisi is a further phase of Polri Promoter (PROfessional, MOdern, and TERpercaya) with a *problem-oriented policing* approach. In the leadership of Polri Presisi, the importance of the *predictive policing* approach is emphasized so that Polri is able to measure the level of security and public order disturbances (kamtibmas) through analysis based on knowledge, data and appropriate methods so that it can be prevented as early as possible. While responsiveness and transparency accompany the predictive policing approach, which is emphasized so that every Polri member is able to carry out their duties quickly and accurately, responsively, humanely, transparently, responsibly and fairly, the level of complaints from service users shows that the government as a fully public organization is still unable to create a service system that is acceptable to the public. This, of course, has more or less resulted in a decline in public trust. Polri, as a competent state instrument, should provide security, order, and services to the public. For this reason, in an effort to achieve quality public services to the community, Polri needs to make efforts to refine and improve the bureaucratic system so that it is in accordance with the dynamics of community development which is associated with the level of public satisfaction.(Yanuarsasi et al., 2010).

In this study, the measurement aspect is the transformation of public services because the public demand for quality public services requires improvements in public management. Related to the many criticisms, input, and opinions of the public regarding the performance of the National Police such as the services provided are still complicated, the attitude and behavior of Bhayangkara people are arrogant and rude, there are still illegal levies in the service sector, still using violence in handling cases, selective case resolution, and various behaviors that cause hatred in the community.(Prabowo, 2021). Based on the survey, the level of public trust in the National Police by the Indonesian Survey Circle (LSI) in 2019 was 72.1%, in 2018 it was 87.8%. the KOMPAS LITBANG survey in 2019 amounted to 70.8%, in 2018 it amounted to 82.9%. ALVARA RESEARCH in 2019 it was 78.8%, in 2018 it was 78.1%. While BARESKRIM Service User Satisfaction MARKPLUS SURVEY INC Services in General amounted to 4.80, ease of Service Procedures amounted to 4.72, Service Time Conformity amounted to 4.59, HR competence in Service amounted to

4.96, Attitude / Behavior of HR in Service amounted to 5.12, Service Support Facilities / Infrastructure amounted to 4.88 on a scale of 1: (Very Bad), 2: (Bad), 3: (Somewhat Good), 4: (Quite Good), 5: (Good), 6: (Very Good).(Prabowo, 2021).

The problems in the PRESISION service system are the absence of indicator elements in measuring public services in Polri institutions  based on aspects of Precision, the absence of a model for measuring satisfaction with Polri services for the public based on aspects of Precision which is a single and complete guideline and applies throughout the Polri environment. With this research, the elements of indicators in measuring public services in the Polri based on aspects of Precision and the resulting model for measuring public satisfaction with Polri services with an emphasis on aspects of Precision, the results of this study are with the discovery of elements of indicators in measuring public services in Polri institutions based on aspects of Precision and a model for measuring public satisfaction with Polri services, the Police will have an artificial intelligence-based service measurement standard that can be used as a general model in measuring services in other Ministries / Institutions and knowing the level of public satisfaction with Polri services with an emphasis on aspects of Precision which can be used as an indicator in evaluating, controlling and improving the quality of services within the Polri internal environment.

## LITERATURE REVIEW

### PRECISION TRANSFORMATION

Precision is an acronym for predictive, responsiveness and transparency with justice. The words responsiveness and fair transparency that accompany the predictive policing approach are emphasized so that every member of the Police is able to carry out their duties quickly and accurately, responsively, humanistically, transparently, responsibly, and fairly.

1. Predictive

   *Predictive policing* that prioritizes our ability to predict situations and conditions that become issues and problems as well as potential disturbances to the public order.

2. Responsiveness

   A sense of responsibility that is manifested in speech, attitude, behavior, and responsiveness in the performance of duties, which as a whole is aimed at ensuring the interests and expectations of the community in creating security and order.

3. Equitable Transparency

   Realization of principles, ways of thinking, and systems that are open, accountable, humane,and easy to monitor (Prabowo, 2021).

### SERVICE QUALITY

Service quality is a measure of the extent to which a service provided can meet customer expectations. (Arief, 2007).  (Fandy, 2012) Kotler, service is an activity that does something for others, as *services* generally reflect *intangible* products or specific sectors such as education, health, telecommunications, transportation, insurance and so on. *Service* is everything that certain parties (individuals and groups) do to other parties (individuals and groups).  (Kotler, 2002)   service quality is the overall characteristics and properties of a product or service which affect the ability to satisfy the needs expressed implicitly. The dimensions of quality that are very often used as a reference are *Tangibles, Reliability*, *responsiveness*, *assurance*, *Empathy*.

How to measure service quality is by focusing on two types of research, namely: consumer research and non-consumer research. Consumer research examines consumers' perspectives on the strengths and weaknesses of the company, and includes aspects such as complaints from consumers, sales surveys, group interviews and service quality surveys, while non-consumer research focuses on employee perspectives on the company's weaknesses and strengths as well as employee performance and assesses the performance of competitors' services which are used as a basis for comparison.(Tjiptono, 2002). Service quality is a skill that can be utilized to meet  expectations that can be realized through meeting customer needs and desires as well as delivery accuracy to balance customer expectations. (Alam, 2020). Service quality is a dynamic condition related to products, human resource services, processes,and environments that meet or exceed expectations. Service quality is a skill that can be utilized to meet expectations that can be realized through meeting customer needs and desires and delivery accuracy to balance customer expectations. (Alam, 2020). Service quality has been discussed extensively in the literature(Gupta, 2016) and is generally understood as a

function of customer expectations of the service to be provided. In essence, service quality is the customer's overall reaction to the organization's service. (Parasuraman et al., 2005). Studies in the field of behavioral trends have linked service quality with satisfaction. (Carter & Grommon, 2017). In the government services market, customer satisfaction is seen as a key driver of performance, making its evaluation and management very important. (Ahmad & Khalid, 2017). Therefore satisfaction can be described as a key construct for all aspects of the relationship between two parties (Gupta, 2016) and is placed at the core of any exchange-based relationship. Many studies agree that satisfaction comes from emotional experiences derived from consumers' past experiences. (Gupta, 2016). Public services are a strategic point for realizing good governance. Reforms to public services in Indonesia can have a widespread impact on changes in other aspects of government life so that changes to public service delivery practices can be a locomotive for efforts to change towards good governance.(Dwiyanto, 2014).

Satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the product performance that is thought of against the expected performance. If consumers show a feeling of pleasure, this can indicate that they are satisfied with the product they consume and vice versa. (Mowen, John C, Minor, 2002) consumer satisfaction is the overall attitude that consumers show towards goods or services after they have obtained and used them. Customer satisfaction can be used as an evaluation by the company regarding the performance of the product produced, whether it is good or not. Consumers tend not to make subsequent repurchases if the product is felt not to provide satisfaction. So, if consumers feel satisfaction, it will lead to positive behavior to make repeat purchases and be loyal to the product. (Kotler, Philip, Keller, 2009) stated, there are five characteristics of satisfied consumers, namely being more loyal, buying more, making repeat purchases, giving positive comments about the company and its products and recommending to others and being involved as a voluntary promoter. (Aryotedjo, 2005) stated, there are four methods to measure customer satisfaction, namely: Complaints and Suggestions system, customer satisfaction surveys, *Ghost Shopping and Lost Costumer Analysis.*

## PREVIOUS RESEARCH

Parasuraman, Zeithaml, and Berry, 1988 in (Wijaya, 2011) that increasing service quality is used as a reflection of increasing customer satisfaction. Lewis and Booms (Fandy, 2012) Lewis and Booms, service quality is used as a measure of how good the level of service provided is, whether it is capable and in accordance with consumer expectations. The poor quality of services provided to customers has resulted in many losses experienced by the company. Consumer satisfaction assesses the difference between expectations and perceived performance or results. This will determine how much consumer satisfaction with a product is. Consumer trust is something that companies want to get from their consumers. Trust in attitudes towards brands, service quality is the motivation for companies to develop products. However, consumer trust and instilling positive thinking in consumers is not an easy thing to get.

Satisfaction with police services in the community depends largely on citizen involvement in identifying and solving community problems. The police must engage in the community and communicate effectively to identify the underlying causes of problems, then the police can help the community to solve the problems themselves. (Linda S Miller, Karen, 2002). One of the key components of the community policing philosophy is to increase the quantity and quality of police contact with citizens. (Sherman, 1997). Citizen satisfaction with the police plays an important role in the process. Community policing activities such as citizen appeals, community meetings, patrols, neighborhood watches, and *door-to-door* visits aim to increase citizens' satisfaction with the police, to encourage the community to share information about offenses, violators, and security issues, as well as to increase the feeling that the police care about citizens' problems and to build mutual trust. These activities also make people feel more comfortable contacting the police to tell them about problems and share information about crime and criminals.(Eck & Maguire, 2005). Various empirical studies have been conducted on various aspects of community policing, such as its effect on crime, fear of crime, citizen satisfaction with the police, job satisfaction of police officers. Some studies show that citizens who are satisfied with the police are less likely to fear victimization, more likely to cooperate with the police, and even less likely to commit crimes. (Tyler, 2003). In this regard, to understand the determinants of satisfaction, who becomes satisfied or less satisfied, and why, is an important question

that has attracted the attention of a number of studies. Police work with communities to remove signs of incivility from neighborhoods and prevent crime through this proactive approach. (Tyler, 2003).

## RESEARCH METHODS

The focus of the problem in this study is how to measure the level of satisfaction of POLRI services based on Integrated Police Service Center data. Therefore, this research uses a combination of several methods in measuring POLRI services. Customer satisfaction is a person's feeling of pleasure or disappointment resulting from comparing the perceived performance of a product or service with expectations. To measure customer satisfaction is to see the performance or customer experience of a product or service if it fails and does not meet expectations then the customer is not satisfied, but if it matches expectations then the customer is satisfied and even if it exceeds expectations, the customer is very satisfied or happy.(Alam, 2020). This exploratory study aims to extend the POLRI service quality model by incorporating a simplified interaction model with the overall aim of improving the police service quality experience. This is achieved by empirically investigating the impact of precision service quality (i.e. predictive, responsiveness, transparency, fairness) on satisfaction. The aim is to provide a better understanding of how policing quality is provided through the overall police service. Thus, this study is expected to contribute to the policing literature while expanding the scope of service quality knowledge. The results of this study can also confirm the validity and applicability of the established framework for the evaluation of police service quality. Most importantly, it is expected that the findings of this study will result in a precision service mapping of POLRI to identify the unique demands, practices, organizing approaches, and needs of policing, compared to policing issues in other countries. The results of this study can help the police and other law enforcement organizations in Indonesia to develop strategies designed to better engage the public, serve them better,and increase their trust in smart policing services.

Emphasis on the aspects measured in this study from several aspects of assessment, namely predictability, responsiveness and transparency with justice to get services, comfort and safety, and other service support attributes. The theoretical framework is a conceptual model that shows the logical relationship between factors/variables that have been identified as important for analyzing research problems. This study will analyze predictive elements, responsiveness and transparency based on the level of public satisfaction with Polri services based on 14 service elements, namely service procedures, service requirements, clarity of service officers, discipline of service officers, responsibility of service officers, ability of service officers, speed of service, fairness in obtaining services, courtesy and friendliness of officers, fairness of service fees, certainty of service fees, certainty of service schedules, environmental comfort, service security.

## RESEARCH FRAMEWORK

In general, it consists of 4 stages, namely converting data into a data warehouse, transforming the format to be processed using the PRESISION model, measuring service quality, displaying the results of data processing which are shown in the following block diagram:
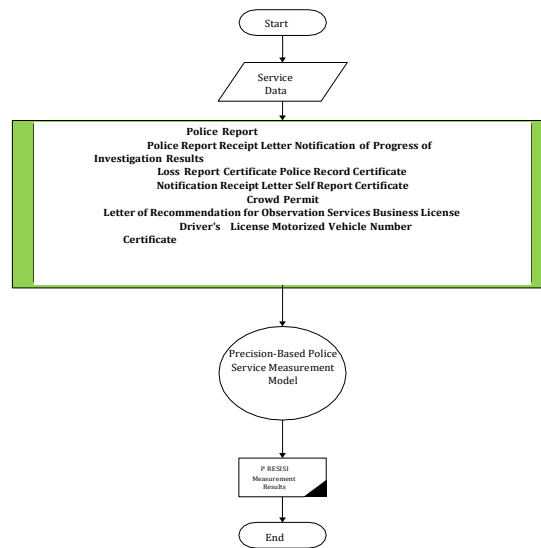
Figure 1: Research Framework

Based on Figure 1, it can be explained that the stages carried out are starting with service data from each SKPT made in one database *warehouse*, this data is obtained from each SKPT in an integrated manner between SKPTs. The data format is adjusted to the needs of the data processing method. There are 2 results to be obtained, namely the service measurement model and service measurement results.

Sources of data in a study can be obtained through 2 (two) data sources, namely:
1. Primary data is data that is directly obtained or collected in the field. Primary data is obtained by distributing questionnaires that will be designed in accordance with the variables and indicators and items that have been determined in advance relating to measuring the quality of public services based on PRESISI indicators at the Indonesian National Police institution. A list of questions (*questionnaire*) distributed to respondents and interviews (*interviews*) to the public in Indonesia.
2. Secondary data is data obtained through the collection of existing documents at the agency where the research is carried out.

The sample respondents of the public and police personnel who were asked to fill out the questionnaire totaled 1800 people, consisting of a population of SUMUT 500 people, West Java 1000 people and North Sulawesi 300 people.

### RESULTS

Data analysis was carried out with SEM PLS tools used to determine and analyze the level of public trust in the quality of police services in four (4) dimensions, 14 aspects described in 16 statement items. The use of this program is also carried out to obtain a comparison (percentage) between the public's view and the POLRI's view of the performance of the POLRI.

**Description of Respondents' Answers Based on *Mean, Median***

| | No. | Miss... | Mean | Median | Min | Max | Standard Deviation | Excess Kurtosis | Skewness |
|---|---|---|---|---|---|---|---|---|---|
| P1 | 1 | 0 | 4.160 | 4.000 | 1.000 | 5.000 | 0.971 | 0.030 | -0.936 |
| P2 | 2 | 0 | 4.275 | 4.000 | 1.000 | 5.000 | 0.862 | 1.015 | -1.177 |
| P3 | 3 | 0 | 4.259 | 4.000 | 1.000 | 5.000 | 0.865 | 0.454 | -1.029 |
| P4 | 4 | 0 | 4.184 | 5.000 | 1.000 | 5.000 | 1.150 | 0.784 | -1.329 |
| P5 | 5 | 0 | 4.211 | 5.000 | 1.000 | 5.000 | 1.087 | 0.670 | -1.271 |
| R1 | 6 | 0 | 4.414 | 5.000 | 1.000 | 5.000 | 0.837 | 1.620 | -1.463 |
| R2 | 7 | 0 | 4.106 | 5.000 | 1.000 | 5.000 | 1.265 | 0.330 | -1.237 |
| R3 | 8 | 0 | 4.280 | 5.000 | 1.000 | 5.000 | 1.146 | 1.197 | -1.507 |
| R4 | 9 | 0 | 4.337 | 5.000 | 1.000 | 5.000 | 0.884 | 1.115 | -1.282 |
| R5 | 10 | 0 | 4.259 | 5.000 | 1.000 | 5.000 | 1.164 | 1.031 | -1.466 |
| T1 | 11 | 0 | 4.263 | 5.000 | 1.000 | 5.000 | 1.055 | 0.226 | -1.207 |
| T2 | 12 | 0 | 4.200 | 5.000 | 1.000 | 5.000 | 1.146 | -0.073 | -1.150 |
| T3 | 13 | 0 | 3.991 | 4.000 | 1.000 | 5.000 | 0.829 | 1.228 | -1.008 |
| T4 | 14 | 0 | 3.970 | 5.000 | 1.000 | 5.000 | 1.328 | -0.628 | -0.902 |
| T5 | 15 | 0 | 4.140 | 5.000 | 1.000 | 5.000 | 1.220 | 0.366 | -1.256 |
| B1 | 16 | 0 | 4.290 | 5.000 | 1.000 | 5.000 | 0.936 | 0.239 | -1.076 |
| R3 | 8 | 0 | 4.280 | 5.000 | 1.000 | 5.000 | 1.146 | 1.197 | -1.507 |
| R4 | 9 | 0 | 4.337 | 5.000 | 1.000 | 5.000 | 0.884 | 1.115 | -1.282 |
| R5 | 10 | 0 | 4.259 | 5.000 | 1.000 | 5.000 | 1.164 | 1.031 | -1.466 |
| T1 | 11 | 0 | 4.263 | 5.000 | 1.000 | 5.000 | 1.055 | 0.226 | -1.207 |
| T2 | 12 | 0 | 4.200 | 5.000 | 1.000 | 5.000 | 1.146 | -0.073 | -1.150 |
| T3 | 13 | 0 | 3.991 | 4.000 | 1.000 | 5.000 | 0.829 | 1.228 | -1.008 |
| T4 | 14 | 0 | 3.970 | 5.000 | 1.000 | 5.000 | 1.328 | -0.628 | -0.902 |
| T5 | 15 | 0 | 4.140 | 5.000 | 1.000 | 5.000 | 1.220 | 0.366 | -1.256 |
| B1 | 16 | 0 | 4.290 | 5.000 | 1.000 | 5.000 | 0.936 | 0.239 | -1.076 |
| B2 | 17 | 0 | 4.259 | 5.000 | 1.000 | 5.000 | 0.980 | 0.222 | -1.100 |
| B3 | 18 | 0 | 4.154 | 4.000 | 1.000 | 5.000 | 0.692 | 1.309 | -0.756 |
| B4 | 19 | 0 | 4.028 | 5.000 | 1.000 | 5.000 | 1.187 | -0.086 | -0.968 |
| KM1 | 20 | 0 | 3.949 | 5.000 | 1.000 | 5.000 | 1.395 | -0.941 | -0.827 |
| KM2 | 21 | 0 | 3.985 | 4.000 | 1.000 | 5.000 | 1.266 | 0.092 | -1.134 |
| KM3 | 22 | 0 | 4.001 | 5.000 | 1.000 | 5.000 | 1.370 | -0.603 | -0.977 |

Figure 2. Mean and Median of Respondents

From the *Descriptive Statistic* results above, it is known that the average (*mean) of* respondents' answers to the Predictive variable (X1) was 4.160, the Responsiveness variable (X2) was 4.106, the Transparency variable (X3) was 3.970, the Equitable variable (X4) was 4.154, and the Public Satisfaction variable (Y) had a mean of 3.985. This shows that the average respondent understands enough about the concept of Precision which is associated with increasing public satisfaction, it can be seen from the lowest and highest scores of each respondent's answer. In this study, the data analysis method used was *structural equation modeling-partial least squares* (SEM- PLS) using smart PLS software.

**Outer Model Evaluation (*Measurement Model*): Validity and Reliability Testing**

Convergent validity is part of the *measurement model,* which in SEM-PLS is usually referred toas the *outer model,* while in *covariance-based* SEM it is called *confirmatory factor analysis* (CFA). (Mahmud Sholihin & Ratmono, 2013). There are two criteria for assessing whether the *outer model* (measurement model) meets the requirements of convergent validity for reflective constructs, namely (1) *loading* must be above 0.7 and (2) significant *p* value (<0.05).(Mahmud Sholihin & Ratmono, 2013). However, in some cases, the *loading* requirement above 0.7 is often not met, especially for newly developed questionnaires. Therefore, *loadings* between 0.40-0.70 should be considered to be retained, Indicators with *loadings* below 0.40 should be removed from the model.
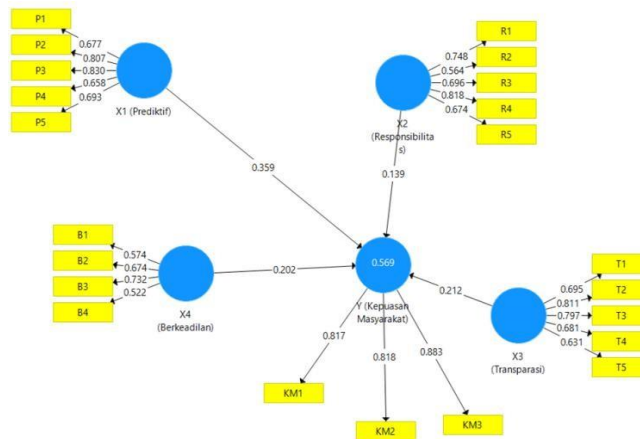
*Outlier* Data Processing Model

1. X1 Variable (Predictive)

   All indicators have a factor *loading* value above 0. 5 so that all indicators are still used. This shows that *variable indicators* that have a *loading* value greater than 0.50 have a high level of validity, thus fulfilling *convergent validity*.

   2. Variable X2 (Responsibilty)

   All indicators have a factor *loading* value above 0. 5 so that all indicators are still used. This shows that *variable indicators* that have a *loading* value greater than 0.50 have a high level of validity, thus fulfilling *convergent* validity.

   3. Variable X3 (Transparency)

   All indicators have a factor *loading* value above 0. 5 so that all indicators are still used. This shows that *variable indicators* that have a *loading* value greater than 0.50 have a high level of validity, thus fulfilling *convergent validity*.

4. Variable X4 (Fair)

   All indicators have a factor *loading* value above 0. 5 so that all indicators are still used. This shows that *variable indicators* that have a *loading* value greater than 0.50 have a high level of validity, thus fulfilling *convergent validity*.

5. Variable Y (Community satisfaction)

   All indicators have a factor *loading* value above 0. 5 so that all indicators are still used. This shows that *variable indicators* that have a loading value greater than 0.50 have a high level of validity, thus fulfilling *convergent validity.*

**Validity Testing Based on *Loading* Factors (Smart PLS)**

Table 1. Validity Testing based on Factor *Loading*

|  | X1 (Pred) | X2 (Resp) | X3 (Trans) | X4 (Berk) | Y (KM) |
|---|---|---|---|---|---|
| **B1** |  |  |  | 0.574 |  |
| **B2** |  |  |  | 0.674 |  |
| **B3** |  |  |  | 0.732 |  |
| **B4** |  |  |  | 0.522 |  |
| **KM1** |  |  |  |  | 0.817 |
| **KM2** |  |  |  |  | 0.818 |
| **KM3** |  |  |  |  | 0.883 |
| **P1** | 0.677 |  |  |  |  |
| **P2** | 0.807 |  |  |  |  |
| **P3** | 0.830 |  |  |  |  |
| **P4** | 0.658 |  |  |  |  |
| **P5** | 0.693 |  |  |  |  |
| **R1** |  | 0.748 |  |  |  |
| **R2** |  | 0.564 |  |  |  |
| **R3** |  | 0.696 |  |  |  |
| **R4** |  | 0.818 |  |  |  |
| **R5** |  | 0.674 |  |  |  |
| **T1** |  |  | 0.695 |  |  |
| **T2** |  |  | 0.811 |  |  |
| **T3** |  |  | 0.797 |  |  |
| **T4** |  |  | 0.681 |  |  |
| **T5** |  |  | 0.631 |  |  |
|  |  |  |  |  |  |

Table 2. Validity testing based on the *average variance extracted* (AVE) value

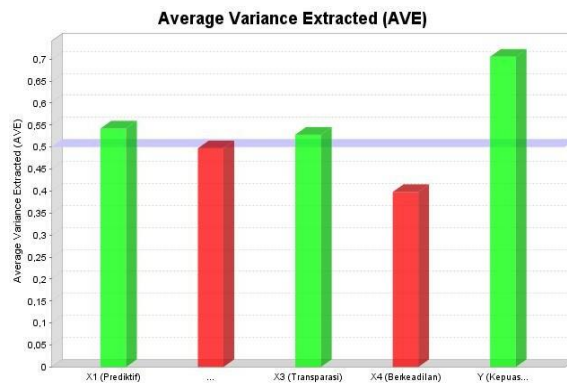|  | Average Variance Extracted (AVE) | Description |
|---|---|---|
| **X1 (Predictive)** | 0.542 | Valid |
| **X2 (Responsibility)** | 0.497 | Invalid |
| **X3 (Transparency)** | 0.528 | Valid |
| **X4 (Fair)** | 0.398 | Invalid |
| **Y (Community Satisfaction)** | 0.705 | Valid |

Figure 4. AVE value

The recommended AVE value is above 0.5. Based on the table above, it can be seen that the AVE value of each variable X1, X3 and Y is> 0.5. This shows that each variable has good *discriminant validity*. However, in variables X2 and X4 the AVE value is <0.5, this means that it shows that these variables do not have good discriminant validity. Then next we review the composite reliable (CR) value. *Composite reliability* is the part used to test the reliability value of variable indicators. Variables can be said to fulfill *Composite Realiability* if the value of each variable is> 0.7. (Mahfud Sholihin & Ratmono, 2013, p. 67). The following is the value of the results of the *Composite Reliability of* each variable

**Reliability Testing based on Composite Reliability (CR): (Smart PLS)**

Table 3. Reliability Testing based on *Composite Reliability* (CR)

| | Composite Reliability |
|---|---|
| X1 (Predictive) | 0.854 |
| X2 (Responsibility) | 0.830 |
| X3 (Transparency) | 0.847 |
| X4 (Fair) | 0.722 |
| Y (Community Satisfaction) | 0.878 |

The recommended CR value is above 0.7. It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR.
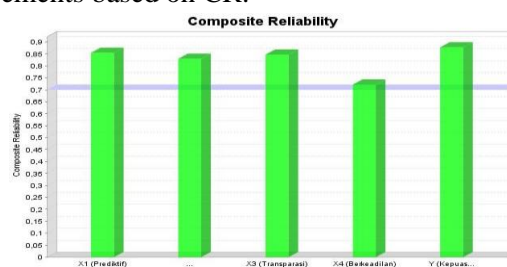


Figure 5. *Composite* Reliability Test

The reliability test with *Composite Reliability* above can be strengthened by using the *Cronbanch's Alpha* value. A variable can be said to be reliable if it has a *Cronbanch's Alpha* value> 0.7. The following is the *Cronbanch's Alpha* of each variable:

Table 4. Reliability Testing based on Cronbach's Alpha (CA)

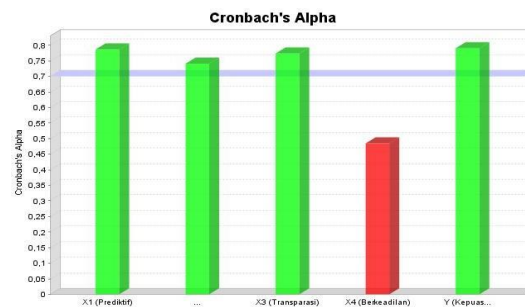| | Cronbach's Alpha |
|---|---|
| X1 (Predictive) | 0.786 |
| X2 (Responsibility) | 0.741 |
| X3 (Transparency) | 0.774 |
| X4 (Fair) | 0.485 |
| Y (Community Satisfaction) | 0.790 |



Figure 6. Cronbach's Alpha testing

The recommended CA value is above 0.7. It is known that most of the CA values are> 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Based on the table above, the results of *Cronbach's Alpha for* each variable show a value> 0.7, meaning that each variable in this study has met the *Cronbach's Alpha requirements*, but the X4 variable has not met the Cronbach's alpha requirements, meaning that the variable has a low level of reliability. While other variables have a high level of reliability.

## Structural Model (Inner Model) data processing

After the estimated model meets the criteria of *convergent validity*, *discriminant validity* and reliability, an ideal model is obtained in accordance with the research conceptual framework, then testing the structural model (inner model) is carried out. Assessing the inner model is to see the relationship between latent constructs, by looking at the results of the estimated path parameter coefficient and its significance level. (Ghozali, 2013).The structural model in PLS is evaluated using the R-square for the dependent variable and the path coefficient value for the *independent* variable which is then assessed for significance based on theT-statistic value of each path. Testing discriminant validity with the Fornell-Larcker approach.

Table 5. Fornell-Larcker Criterion Test Results

| | X1 | X2 | X3 | X4 | Y |
|---|---|---|---|---|---|
| X1 (Predictive) | 0.736 | | | | |
| X2 (Responsibility) | 0.539 | 0.705 | | | |
| X3 (Transparency) | 0.620 | 0.467 | 0.727 | | |
| X4 (Fair) | 0.605 | 0.432 | 0.554 | 0.631 | |
| Y (Community Satisfaction) | 0.688 | 0.519 | 0.611 | 0.597 | 0.840 |

In testing discriminant validity, the AVE square root value of a latent variable is compared with the correlation value between the latent variable and other latent variables. It is known that the AVE square root

value of each latent variable is greater than the correlation value between these latent variables and other latent variables. So it is concluded that it has met the requirements of discriminant validity.

**Significance Test of Influence ( Boostrapping), Path Coefficient Value and *P-Value***

<center>**Table 6. Significance Testing of InfluenceMean, STDEV, T-Values, P-Values**</center>

| | Original Sample | Sample Mean | Standard Deviation | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|---|
| | **(O)** | **(M)** | **(STDEV)** | | |
| **X1 (Predictive) -> Y (Public Satisfaction)** | 0.359 | 0.359 | 0.032 | 11.360 | **0.000** |
| **X2 (Responsibility) -> Y (Community Satisfaction)** | 0.139 | 0.141 | 0.025 | 5.521 | **0.000** |
| **X3 (Transparency) -> Y (Community Satisfaction)** | 0.212 | 0.211 | 0.028 | 7.684 | **0.000** |
| **X4 (Fairness) -> Y (Community Satisfaction)** | 0.202 | 0.204 | 0.028 | 7.212 | **0.000** |

Based on the results in the table, the results are obtained:
1. X1 has a positive effect on Y, with a path coefficient value of 0.359 and significant, with a *P-Values* value of 0.000 <0.05.
2. X2 has a positive effect on Y, with a path coefficient value of 0.139 and significant, with a *P-Values* value of 0.000 <0.05.
3. X3 has a positive effect on Y, with a path coefficient value of 0.212 and significant, with a *P-Values* value of 0.000 <0.05.
4. X4 has a positive effect on Y, with a path coefficient value of 0.202 and significant, with a *P-Values* value of 0.000 <0.05.

**The result of the coefficient of determination (*r-square*).**

In assessing the structural model with PLS, it starts by looking at the R-square value for each endogenous latent variable as the predictive power of the structural model. Changes in the R-square value can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect.Evaluation of the structural model in SEM with PLS is done by conducting the R-squared (R2 )test and significance test through the estimated path coefficient. (Ghozali, 2013). Changes in the R-Squares value are used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate (medium); (3) if the value (adjusted) = 0.25 → the model is weak (poor) (Ghozali, 2013).

Table 7: Coefficient of Determination

|  | **R Square** | **R Square Adjusted** |
|---|---|---|
| **Y (Community Satisfaction)** | 0.569 | 0.568 |

Based on the table above, it is known that the coefficient of determination for the Community Satisfaction variable (Y) is 0.569, which means that X1, X2, X3 and X4 together are able to influence Y by 56.9% with a moderate category, the remaining 43.1% is influenced by other factors.

## CONCLUSION

It is known that the coefficient of determination for the Public Satisfaction variable (Y) is 0.569, which means that the Predictive, Responsibility, Transparency and Fairness aspects together are able to influence public satisfaction by 56.9%, the remaining 43.1% is influenced by other factors.Predictive has a positive effect on satisfaction, with a path coefficient value of 0.359 and significant, with a *P-Values value of 0*.000 <0.05, Responsibiltas has a positive effect on satisfaction with a path coefficient value of 0.139 and significant with a *P-Values value of* 0.000 <0.05. Transparency has a positive effect on satisfaction with a path coefficient value of 0.212 and significant, with a *P-Values* value of 0.000 <0.05. Fairness has a positive effect on satisfaction, with a path coefficient value of 0.202 and significant, with a *P-Values* value of 0.000 <0.05.

## COMPETING INTERESTS

The authors have no competing interests to declare.

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