Improving The Quality Of Public Services Through Work Capabilities And Implementation Of E-Government With Innovative Behavior As Mediation
(Study of Operational Employees of PT. Jasa Marga Persero Tbk)

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Abstract *This research aims to analyze the influence of work ability and the application of e-government on the quality of public services both directly and indirectly through innovative behavior in PT operational staff. Marga Services. The population in this study was all employees of Jasa Marga's operational division on the island of Java. The sample size used was 100 respondents, with a sampling technique using the proportionate random sampling method. The data source used was primary data, with a questionnaire data collection method. The analysis technique used is Partial Least Square. The results of the research analysis show that work ability has a positive and significant effect on the quality of public services, the application of e-government has a positive and significant effect on the quality of public services, and innovative behavior has a positive and significant effect on the quality of public services. Work ability has a positive and significant effect on innovative behavior, and the application of e-government has a positive and significant effect on innovative behavior. The results of the mediation test show that innovative behavior variables can mediate the influence of work ability on the quality of public services, and innovative behavior can mediate the influence of e-government implementation on innovative behavior.*

Keywords*.work ability, implementation of e-government, innovative behavior, and quality of public services.*

INTRODUCTION

Public services by government officials today still have many weaknesses, so they are still considered unable to meet the quality expected by the public. One of the phenomena often encountered in public service problems is transportation services, especially land transportation. The land transportation problem that often occurs on highways is traffic jams. One of the causes of traffic jams is the increase in the number of vehicles on the road, which increases every year. The increasing number of vehicles should be balanced with improvements in transportation services, because if the number of vehicles circulating in an area exceeds the existing road area, it will cause congestion. Land transportation problems often occur in developing countries, because the population growth rate is high, resulting in an increase in users of transportation services, but the available transportation facilities and infrastructure are limited, resulting in congestion problems. To overcome this problem, one of the steps taken was to build a toll road whose operations were under the authority of PT. Jasa Marga (Susilowati, 2013).

PT. Jasa Marga (Persero) is a BUMN (State-Owned Enterprise) which is a company that provides toll road services in Indonesia for the public interest, and is tasked with managing the toll road network in Indonesia and maintaining all toll road sections so that they always function optimally. As one of the toll road infrastructure companies, the existence of PT. Jasa Marga is really needed by the community considering its very important role in providing toll road facilities and infrastructure. In order to carry out its role well, PT. Jasa Marga must have quality and competent Human Resources in order to guarantee optimal fulfillment of community needs. Human resources who have good knowledge, skills and quality can be a competitive advantage in providing public services, because they will be able to provide quality services, so that people feel satisfied and it becomes easier to obtain their basic rights and needs (Ifansyah, 2017).

Public service quality is a systematic activity carried out by government employees in order to fulfill the public's needs for optimal services in accordance with statutory provisions (Rahma et al., 2017). Service quality can also be interpreted as something related to meeting the expectations or needs of customers (society), where service can be said to be quality if the service is able to provide products or services in accordance with the needs of customers (society) (Riana, 2019). The public service sector prioritizes operational workforce as the service sector that has the most direct contact with the public. Therefore, the services provided by can be one of the benchmarks related to the quality of service from that agency. The services provided by employees are a measure in determining organizational performance, as well as influencing perceptions of the quality of service from the organization. Various factors can influence the quality of public services, including work ability (Rizal et al., 2022), the second factor, namely the implementation of e-government (Agustina, 2021), and other factors, namely innovative behavior (Faris et al., 2020).

Several studies regarding the influence of work ability and e-government implementation on the quality of public services have also been carried out by previous researchers. Based on several previous studies, it shows that there are inconsistencies in the results as shown by the differences in research results, namely Ifansyah (2017), Rahma et al., (2017), Muazansyah (2018), Amalia et al., (2021), and Rizal et al. ., (2022) which states that work ability has a positive and significant effect on the quality of public services, but this is different from research by Yudiarso & Yusuf (2021) and Kuspini (2022) which states that work ability has a positive but not significant effect on the quality of public services.

Work ability does not always influence the quality of public services, so other variables are needed as mediation that are able to support these variables so that they influence the quality of public services. This behavior is not only in carrying out obligations, but also other behavior, and behavior outside of work obligations, will create a more optimal service quality. One of these behaviors outside of obligations is innovative behavior.

Innovative behavior is the ability to create an original idea, use work results as a potential idea and apply new ideas into work practices (Birdi et al., 2016). Increasing the ability to innovate helps individuals overcome problems at work so that quality becomes better than before. Innovative behavior is implemented to increase operational efficiency, reduce costs (administration and inventory), increase job satisfaction and workforce productivity. Innovation behavior can be seen as an effective way to improve service quality. This is in line with the research results of Anwar et al., (2019) and Faris et al., (2020) which stated that innovative behavior has a significant positive effect on the quality of public services.

PT. Jasa Marga has a vision to become the largest, most trusted and sustainable national toll road company. PT. Jasa Marga is committed to implementing excellent service (transaction services, traffic services and construction services) to meet Minimum Service Standards (SPM) and increase customer satisfaction through innovations (application of technology) in the field of road operations and maintenance based on customer satisfaction surveys, process simplicity , efficiency and effectiveness of process plans and sustainable performance. The company carries out customer management through managing the voice of the customer or community, managing customer engagement and building a culture of customer or community focus.

PT. Jasa Marga in order to meet the needs of customers or the community is managing the voice of customers through channels including one call center 14080, social media (Facebook, Youtube, Instagram, Twitter). The channel most frequently used by customers is through the call center to request traffic information, around 63 percent. There are channels provided by PT. Jasa Marga is of course a form of commitment to providing optimal service quality. However, this effort is not an easy thing for PT. Jasa Marga, because there are still many complaints coming in. Number of customer complaints PT. Jasa Marga's entry through the Call Center and Twitter social media from 2018 to 2021 experienced increases and decreases. In 2018 the number of complaints received from customers was 1205 complaints, and in 2019 this number increased to 1218 complaints. In 2020, the number of complaints received was smaller, namely from 1218 in 2019 decreasing to 940 complaints in 2020. In

2021, the number of complaints received again increased by 18.7 percent, namely with a total of 1116 complaints through Call Center and Twitter.

Based on the large number of complaints received from customers or the public via the Call Center and Twitter, of course there are very various types. The majority of customer complaints that come in via the Call Center and Twitter are about potholes on toll roads, followed by complaints about traffic jams. Other types of complaints that come from customers are E-Toll/GTD/E-Pass, receipts, security and order, officer attitude, transaction equipment, road repairs, rest areas, and other complaints. The complaints that have arisen show that Jasa Marga's commitment to providing excellent service has not yet been realized.

This condition shows that there are still problematic phenomena occurring within PT. Jasa Marga Tbk, especially regarding the problem of service quality which is not yet optimal. These agencies will always need to improve the work abilities of their employees, especially in terms of knowledge, experience, skills and work abilities. This is because in the Jasa Marga agency there are still many employees who do not know how to provide or provide excellent service. Other problems can occur because the implementation of e-government is not yet optimal, because the use of social media is not yet optimal, and also because the use of websites is not optimal, so that they are not able to provide quality services.

Based on the background description above, it is important to conduct research on the influence of work ability and the application of e-government on improving the quality of public services, considering that there are still differences in research results. Therefore, this research will include innovative behavior variables as intervening variables. It is hoped that the application of innovative behavior will have a significant influence on work ability and the application of e-government on the quality of public services. Researchers are interested in conducting research with the title "Improving the Quality of Public Services through Work Capabilities and Implementing e-Government with Innovative Behavior as Mediation (Study of Operational Employees of PT. Jasa Marga (Persero) Tbk)".

METHOD

This research uses a quantitative approach because it prioritizes variables as research objects, and must be defined in the form of operationalization of each variable and conclusions drawn based on data that has not been processed too deeply, and the data processing is based on percentage analysis and trend analysis. (Siregar, 2014). Variables are measured using a Likert scale from 1 – 5, score 1 = strongly disagree, to score 5 = strongly agree. The population

in this study were all operational employees located in Pula Java at PT. Marga Services. The number of samples used was 100 respondents, with the sampling technique used in this research being proportionate random sampling. Data analysis will use Structurall Equation Model Partial Least Square (SEM-PLS) analysis using the SmartPLS version 3 program.

Table 1: Operational Definition of Variables

No.	Variable	Operational definition	Indicator
1	Work Ability (X1)	How good is the capacity, which includes knowledge and mastery of technical implementation, that an employee has to carry out various tasks in a particular job	1.Knowledge 2.Training 3. Experience 4.Skills 5. Ability to work
2	Implementation of E-Government (X2)	Implementation of public services using information technology by government agencies to carry out transformation or relationships with the community with the aim of improving service quality in order to increase performance, efficiency, accountability and public trust	1. Work more effectively 2. Online based services 3.Easy access to data and information 4. Reduce administrative costs 5. Accuracy of data and information 6. Websites can be used as an effective communication medium
3	Innovative Behavior (Z)	Behavior or behavior of an employee to realize new ideas that are more original than those that already exist, to be implemented by employees in the work context so that they can be useful for the organization and can improve individual performance and improve the performance of the organization.	1. Enjoy trying new ideas 2. Have a strong desire to find new ideas 3. Looking for new ideas at work 4.Improvise new ways 5.Creative and original 6. Want to learn in an organization
4	Quality of Public Services (Y)	How good a service is as seen from the level of excellence provided by the organization and related to the service so that it can meet expectations or even exceed the expectations and desires and needs of the community for the services they receive	1. Physical evidence 2.Reliability 3. Responsiveness 4.Guarantee 5.Empathy

RESULTS AND DISCUSSIONRESULTS

Convergent Validity and Composite Reliability Test Results

The loading value for each variable indicator is greater than 0.70. These results can be concluded if each indicator used to measure the variables of work ability, e-government implementation, innovative behavior and quality of public services can be said to be valid. The Average Variant Extracted (AVE) value of each variable is greater than 0.5, it can be concluded that each variable can be considered valid. Cronbach's alpha and composite reliability values for each work ability variable, e-government implementation, innovative behavior, and public service quality are greater than 0.70. These results can be concluded that the construct of each research variable can be said to be reliable and meets the requirements for research. Complete results can be seen in the following table:

Table 2: Outer Loading

Indicator	Work ability	Implementation of e-Government	Innovative Behavior	Quality of Public Services
X1.1	0,743			
X1.2	0,850			
X1.3	0,807			
X1.4	0,837			
X1.5	0,809			
X2.1		0,825		

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X2.2		0,875	
X2.3		0,900	
X2.4		0,923	
X2.5		0,855	
X2.6		0,840	
Z.1			0,844	
Z.2			0,910	
Z.3			0,906	
Z.4			0,848	
Z.5			0,875	
Z.6			0,726	
Y.1				0,794
Y.2				0,742
Y.3				0,842
Y.4				0,891
Y.5				0,905

Source: Primary data processed, 2023.

Table 3. AVE, Cronbach's Alpha and Composite Reliability values

Variabel	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Work Ability (X1)	0,656	0,869	0,905
Implementation of E-Government (X2)	0,758	0,936	0,949
Innovative Behavior (Z)	0,729	0,924	0,941
Quality of Public Services (Y)	0,701	0,892	0,921

Source: Primary data processed, 2023.

Figure 1. Full Structural Model
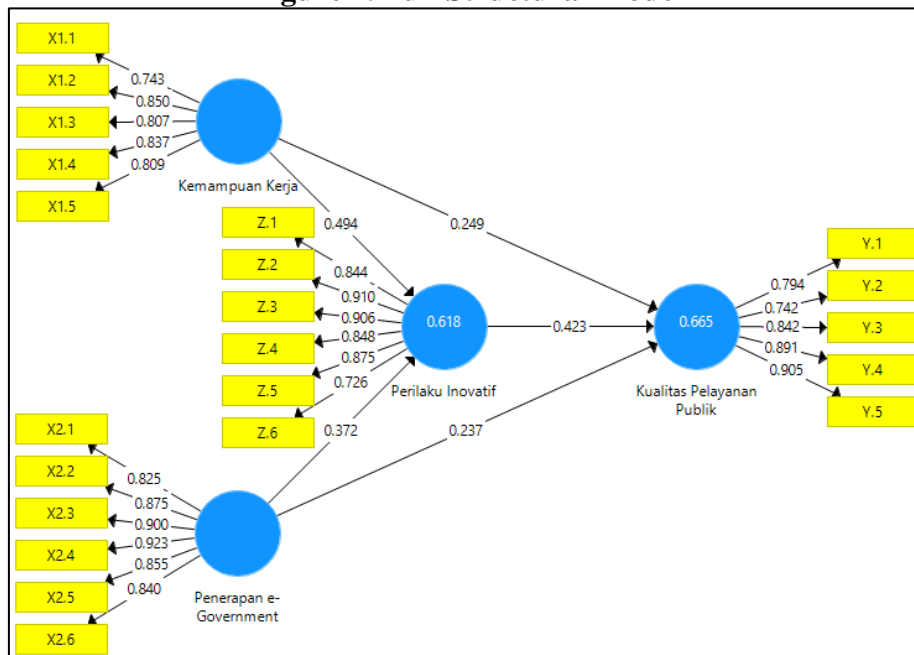
Source: Primary data processed, 2023.

R-Square

The R-Square value in the first regression model is 0.665. These results can be interpreted that work ability, e-government implementation, and innovative behavior can explain the variation in public service quality variables by 66.5%, while the remaining 33.5% of the variation in public service quality variables is explained by other variables that were not studied. The R-Square value in the second regression model is 0.618. This result can be interpreted that work ability and the application of e-government can explain the variation in innovative behavior variables by 61.8%, while the remaining 38.2% of the variation in innovative behavior variables is explained by other variables not studied. A moderate value indicates that both models are moderate.

f-Square

The value that has a strong influence is the influence of work ability on innovative behavior with a value of more than 0.35, while there are two that have a moderate influence, namely the influence of e-government implementation on innovative behavior, and innovative behavior on the quality of public services, with a value of more than 0 .15 and less than 0.35, while those that have a weak influence are the influence of work ability on the quality of public services and the influence of e-government implementation on the quality of public services with values ranging from 0.02 to 0.15. This can be seen in the following table:

Table 4. F-Square Results

Variabel	Nilai *f-Square*	
	Quality of Public Services (Y)	**Innovative Behavior (Z)**
Work Ability (X1)	0,079	0,376
Implementation of E-Government (X2)	0,081	0,213
Innovative Behavior (Z)	0,204	

Source: Primary data processed, 2023.

Table 5. Hypothesis Test Results

Influence between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values
Work Ability → Quality of Public Services	0.249	0.249	0.112	2.220	**0.027**
Implementation of E-Government → Quality of Public Services	0.237	0.243	0.109	2.179	**0.030**
Innovative Behavior → Quality of Public Services	0.423	0.420	0.155	2.721	**0.007**
Work Ability → Innovative Behavior	0.494	0.500	0.096	5.122	**0.000**
Implementation of E-Government → Innovative Behavior	0.372	0.361	0.105	3.526	**0.000**

Source: Primary data processed, 2023.

Intervening Test

Intervening tests in research will also be known by looking at the coefficient value of Specific Indirect Effects. The results of the path analysis of the influence of work ability and e-government implementation on the quality of public services through job satisfaction are as follows:

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Table 6. Intervening Test Results

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	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Ability → Innovative Behavior → Quality of Public Services	0.209	0.213	0.093	2.244	0.025
PImplementation of E-Government → Innovative Behavior→ Quality of Public Services	0.157	0.150	0.072	2.193	0.029

Source: Primary data processed, 2023.

DISCUSSION

Table 5. the regression coefficient value for the work ability variable is 0.249 and is positive, and the statistical t value is greater than the t table value, namely $2.220 > 1.96$ and the P value is 0.027, which is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis one (H1) which states that work ability has a significant positive effect on the quality of public services can be accepted. This means that high work ability will improve the quality of public services, according to the research results of Ifansyah (2017), Rahma et al., (2017), Muazansyah (2018), Amalia et al., (2021), and Rizal et al. , (2022) which states that work ability has a positive and significant effect on the quality of public services.

The regression coefficient value of the e-government implementation variable is 0.237 and is positive, and the statistical t value is greater than the t table value, namely $2.179 > 1.96$ and the P value is 0.030, which is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis two (H2) which states that the implementation of e-government has a significant positive effect on the quality of public services can be accepted. This means that increasing levels of e-government implementation will improve the quality of public services, in accordance with the research results of Setyadi et al., (2019), Agustina (2021), Wahyuningsih et al., (2021) and Usriyah & Tukiman (2022). which states that the implementation of e-government has a positive and significant effect on the quality of public services.

The regression coefficient value for the innovative behavior variable is 0.423 and is positive, and the statistical t value is greater than the t table value, namely 2.721 > 1.96 and the P value is 0.007, which is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis three (H3) which states that innovative behavior has a significant positive effect on the quality of public services can be accepted. This means that if employees' innovative behavior is higher, it will improve the quality of public services, in accordance with the research results of Anwar et al., (2019) and Faris et al., (2020) which state that innovative behavior has a positive and significant influence on the quality of public services.

The regression coefficient value for the work ability variable is 0.494 and is positive, and the statistical t value is greater than the t table value, namely 5.122 > 1.96 and the P value is 0.000, which is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis four (H4) which states that work ability has a significant positive effect on innovative behavior can be accepted. This means that a higher work ability will increase an employee's innovative behavior, in accordance with the research results of Riani et al., (2017) which states that work ability has a significant positive effect on innovative behavior.

The regression coefficient value of the e-government implementation variable is 0.372 and is positive, and the statistical t value is greater than the t table value, namely 3.526 > 1.96 and the P value is 0.000, which is smaller than 0.05. The decision is to accept the alternative hypothesis, meaning that hypothesis five (H5) which states that the implementation of e-government has a significant positive effect on innovative behavior can be accepted. This means that if the implementation of e-government increases in a government agency, it will increase the innovative behavior of its employees.

Table 6, the t statistical path coefficient value for the work ability variable is greater than the t table value of 2.244 > 1.96 and the p value of 0.025 is smaller than 0.05. This means that innovative behavior can mediate the influence of work ability on the quality of public services. The t statistical path coefficient value for the e-government implementation variable is greater than the t table value 2.193 > 1.96 and the p value 0.029 is smaller than 0.05. This means that innovative behavior can mediate the influence of e-government implementation on the quality of public services

CONCLUSION

Based on the research results, it shows that to improve the quality of public services PT. Jasa Marga, it is not enough just to have work abilities and the application of e-government, but also the need for innovative behavior from PT operational staff. Marga Services. Therefore, work ability, e-government implementation, and innovative behavior must be combined in order to improve the quality of public services from PT. Marga Services. The conclusions drawn from the research results are that work ability, application of e-government, and innovative behavior partially have a positive and significant effect on the quality of public services. Work ability and application of e-government partially have a positive and significant effect on innovative behavior. Innovative behavior can mediate the influence of work ability and e-government implementation on the quality of public services.

Research Limitations and Future Research Agenda

Based on the research results, it shows that there are still limitations to these results, including that the questionnaire given to research respondents only used closed statements. This research was only conducted on employees in the operational department and those on the island of Java only. The coefficient of determination values are still 61.8% and 66.5%, which means that the independent variables used are still not high in explaining variations or predicting innovative behavior variables and the quality of public services.

Based on the limitations of the research results, further research is expected to provide statements or ask open questions for respondents in order to reveal the reasons for the respondents' responses given regarding the proposed variables, so that researchers will get stronger and more detailed answers from each statement submitted. For further research, it is hoped that it will involve all operational employees of PT. Jasa Marga throughout Indonesia, or it would be better to involve all employees in each section or work unit at PT. Marga Services. For further research, it is also hoped to increase the number of independent variables used, which is expected to increase work motivation and employee performance. For example, by adding the variables knowledge sharing, knowledge creating, training, competency, and other variables so that the results obtained are better and more accurate or greater in predicting innovative behavior and the quality of public services for the long term and getting greater and greater prediction results. convincing.

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