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**| RESEARCH ARTICLE**

## **Public Service Performance in Indonesia and Malaysia's Border Zones: A Case Study in Tarakan District, Indonesia**

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**| ABSTRACT**

The purpose of this study is to identify and explore the public service performance of Tarakan District, which is located in Border Zone Indonesia and Malaysia. Data was collected at West of Tarakan, East of Tarakan, and Centre of Tarakan using questionnaires based on public service indicators such as tangible, reliability, responsiveness, assurance, and empathy. The data was analyzed using the SPSS 25 version for validity and reliability test, while the SmartPLS 3.20 version was used to explore the relationship and effects among all variables. This study found that public service performance showed high satisfaction in Tarakan communities, which is influenced by the beneficial program and the level of importance of programs.

**| KEYWORDS**

Importance level of priority programs, comparison of leadership, public service performance

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### **1. Introduction**

The success of government development depends on how each government can achieve its vision by implementing all the missions, while its programs and flagship programs could reflect the mission; hence, it could impact the local communities. The returns of local government implementation can be measured by local communities' satisfaction level, especially on local government performance. Some quantitative returns, such as the Human Development Index (HDI), Economic Growth, Inflation Rate, Unemployment Rate, and Poverty Rate, usually showed, while non-quantitative returns, such as satisfaction and performance.

It can be emphasized that the local government has its own flagship programs for winning its election every five years. Still, they often can't achieve their target because the local government has huge, unpredictable, and uncontrollable barriers such as human resources, management, technology, government system, and budget. Running the government system is complex. Obviously, there is an intercalation between the government system and development.

Based on the gaff of the local government above, it needs to explore the determinants of public service performance for anticipating and problem-solving for the next year's development.

This study focuses on several key problem statements about the relationship between the importance level of priority programs, leadership comparison, and public service performance. Firstly, it investigates the linkage between the importance level of priority programs and leadership comparison. Secondly, it explores the relationship between the importance level of priority programs and public service performance. Thirdly, it examines the connection between the importance level of priority programs

and public service performance, particularly within the context of leadership comparison. This study aims to identify and understand the relationships between the importance level of priority programs, leadership comparison, and public service performance.

## **2. Literature Review**

### **2.1 Flagship Programmes**

The flagship programs are the programs proposed by the government to win the election and are different from the others. The major flagship programs in India since independence conclude the discussion by pointing out drawbacks such as corruption, under-achievement of targets, diversion of funds, etc., associated with the implementation of flagship programs (Singh, 2013). There are several aspects influence, such as the planning process, source of funds, and management responsibility, had a significant positive influence in determining government expenditure on public flagship projects (Nganyi, Jagongo, & Atheru, 2019)

### **2.2 Leadership**

Leadership is the most important matter in any organization, institution, or industry. Good leadership is done by a good leader, and the leaders leads the aims of the industry can be achieved. There are several definitions regarding leadership.

Leadership is defined and studied depending on one's conception of leadership. Hunt provides various examples of conceptions of leadership (e.g., leadership as cognition, leadership and culture, and leadership development), which provide an organizational framework (Hunt, 2004).

Peter Drucker noted, "The only definition of a leader is someone who has followers." Hence, the leader must have the capacity, as Warren Bennis stated: "Leadership is the capacity to translate vision into reality.". Moreover, Bill Gates noted: "As we look ahead into the next century, leaders will be those who empower others", while John Maxwell argued, "Leadership is influence – nothing more, nothing less." (Kruse, 2013).

Leadership has a range of definitions, but at its simplest, it is concerned with the ability to influence others to achieve goals (Hughes, Ginnett, & Curphy, 1996). Kaiser found that The significant and roughly equivalent contributions for both the interpersonal perceived effectiveness of leaders and the unique routes through which each aspect of leadership affects team performance (Kaiser, McGinnis, & Overfield, 2012)

### **2.3 Relationship Flagship Programmes and Leadership**

The judge revealed that narcissism was related to enhanced self-ratings of leadership, even when controlling for the Big Five traits, and it is also revealed that narcissism was related to enhanced leadership self-perceptions indeed (Judge, LePine, & Rich, 2006). S Böhre suggested that the flagship programmes have contributed to higher women researchers and improved female publication and citation rates (Bührer, Kalpazidou Schmidt, Palmén, & Reidl, 2020). Hence, good leadership is needed to motivate all of the staff.

### **2.4 Relationship Flagship Programmes and Public Service Performance**

Riedel sums up the history leading to the quantum technologies flagship program and outlines its envisioned goals and structure (Riedel, Binosi, Thew, & Calarco, 2017). In this case, flagship programs supported by technology

### **2.5 Relationship Leadership and Public Service Performance**

SM Mosaase highlighted that the implementers used a combination of leadership styles as a strategy to facilitate a robust and reliable Performance Management System (PMS) (Mosaase, 2018), while NM Van Loon showed that person-job, but not person-organization fit, fully mediated the relationship between PMS and in-role behavior (Van Loon, Vandenaabeele, & Leisink, 2017)

## **3. Methodology**

The method section describes actions to investigate a research problem and the rationale for applying specific procedures or techniques used to identify, select, process, and analyze information.

### **3.1 Data Collection**

The data was collected using accidental random sampling techniques by distributing questionnaires to all respondents. These were generated by some variables such as transactional leadership, transformational leadership, lecturer working satisfaction, and higher institution performance.

Also, all of the variables consist of some indicator such as for transactional leadership style; variables are contingent compensation, exception active management, and exception passive management; for transformational leadership style, are idealize influenced, inspirational motivation, intellectual stimulation, individualized consideration; for lecturer working satisfaction are financial satisfaction, physical satisfaction, social satisfaction, and psychology satisfaction; for higher institution performance are input, process, output, and outcome.

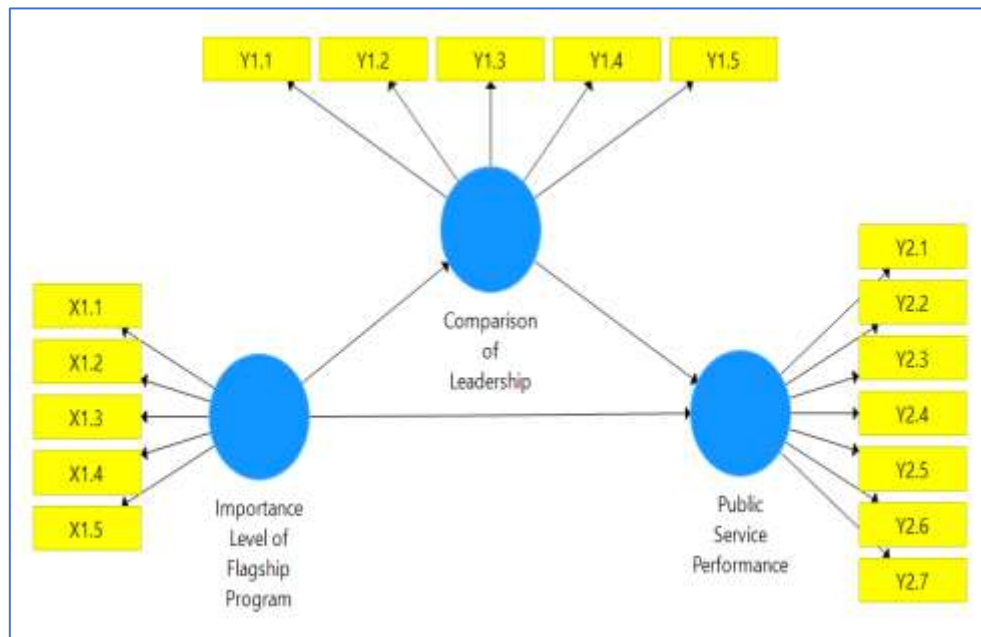
**3.2 Validity and Reliability Test**

The next step is testing the instrument's validity and reliability by using the SPSS 21 version to ensure all of the items of the questionnaires are appropriate and can be analyzed.

**3.3 Designing The Structural Model**

Based on the variables, the structural model can be built as follows:

**Figure 1: Research Structure Model**



Whereas X1 = the importance level of flagship programs, Y1 = comparison of leadership, and Y2 = public service performance. From Figure 1, it can be explained that  $\alpha_1$  = direct influence X1 to Y1,  $\alpha_2$  = direct influence Y1 to Y2,  $\beta_1$  = direct influence X1 to Y2.

**3.4 Data Analysis**

For analyzing the data, the Path Analysis instrument is used using the SmartPLS 3.20 version with steps such as designing the structural model (inner and outer model), constructing a path diagram, converting a path diagram to regressions, hypothesis parameters, and examining the hypothesis.

**3.5 Hypothesis parameter**

The level of confidence is 95 percent or alpha = 0,05 because this hypothesis is a two-tail hypothesis, whereas n = total of respondents, k = total of variables, so  $97-3-1=93$ . T table (0,05;93) = 1,960, hypothesis will be accepted since t test > t table or t-test > 1,960

Another method to determine the hypothesis decision is to compare the p-value and alpha = 0.05; thus, since p-value < 0.05, the Ho is rejected and Hi is accepted.

This research hypothesis are:

*Hypothesis 1*

$H_0 : \alpha_1 = 0 \rightarrow$  There is no significant effect of the importance level of flagship programs on the leadership comparison;

$H_a : \alpha_1 \neq 0 \rightarrow$  There is a significant effect of the importance level of flagship programs on the leadership comparison;

*Hypothesis 2*

$H_0 : \alpha_2 = 0 \rightarrow$  There is no significant effect of the importance level of the leadership comparison on public service performance  
 $H_a : \alpha_2 \neq 0 \rightarrow$  There is a significant effect on the importance level of the leadership comparison on public service performance.

**Hypothesis 3**

$H_0 : \beta_1 = 0 \rightarrow$  There is no significant effect of the importance level of flagship programs on the public service performance;

$H_a : \beta_1 \neq 0 \rightarrow$  There is significant effects of the importance level of flagship programs on public service performance;

**Hypothesis 4**

$H_0 : \beta_2 = 0 \rightarrow$  There is no significant effect of the importance level of flagship programs on the public service performance through the comparison of leadership;

$H_a : \beta_2 = 0 \rightarrow$  There is a significant effect on the importance level of flagship programs on the public service performance through the comparison of leadership.

**4. Results and Discussion**

**4.1 Validity and Reliability Test**

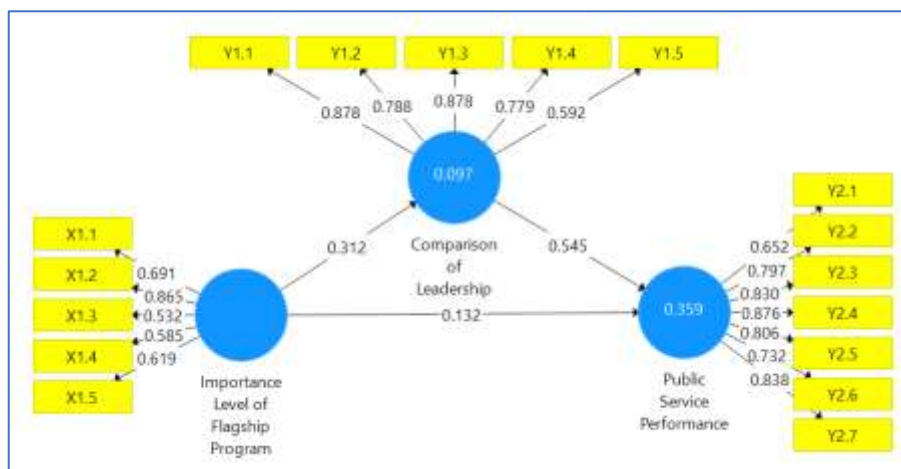
It needs to be tested the validity or reliability of instruments as follows:

**Table 1: Reliability Test**

Construct Reliability and Validity				
Matrix	Cronbach's Alpha	rho_A	Composite Reliability	
	Cronbach...	rho_A	Composi...	Average ...
Comparis...	0.845	0.877	0.891	0.624
Importan...	0.796	0.949	0.797	0.447
Public Ser...	0.900	0.903	0.922	0.629

Based on Table 1, it can be decided that all of the composite are greater than 0.30, meaning all the questionnaires are valid. It is also tested that all of the Cronbach Alphas are greater than 0.60, which means all the questionnaires are reliable. The next step is to explore the model as follows:

**Figure 2: Structural Equation Model**



Based on Figure 2, the path coefficient can be displayed as below:

Table 2: Path Coefficients

Path Coefficients			
Matrix	Path Coefficients	Copy to Clipboard:	
	Comparison of Leadership	Importance Level of Flagshi...	Public Service Performance
Comparis...			0.545
Importan...	0.312		0.132
Public Ser...			

The equation can be explored as follows:

$$Y1 = 0.312X1 \quad (1)$$

It means the importance level of flagship programs has positive effects (0.312) on the comparison of leadership.

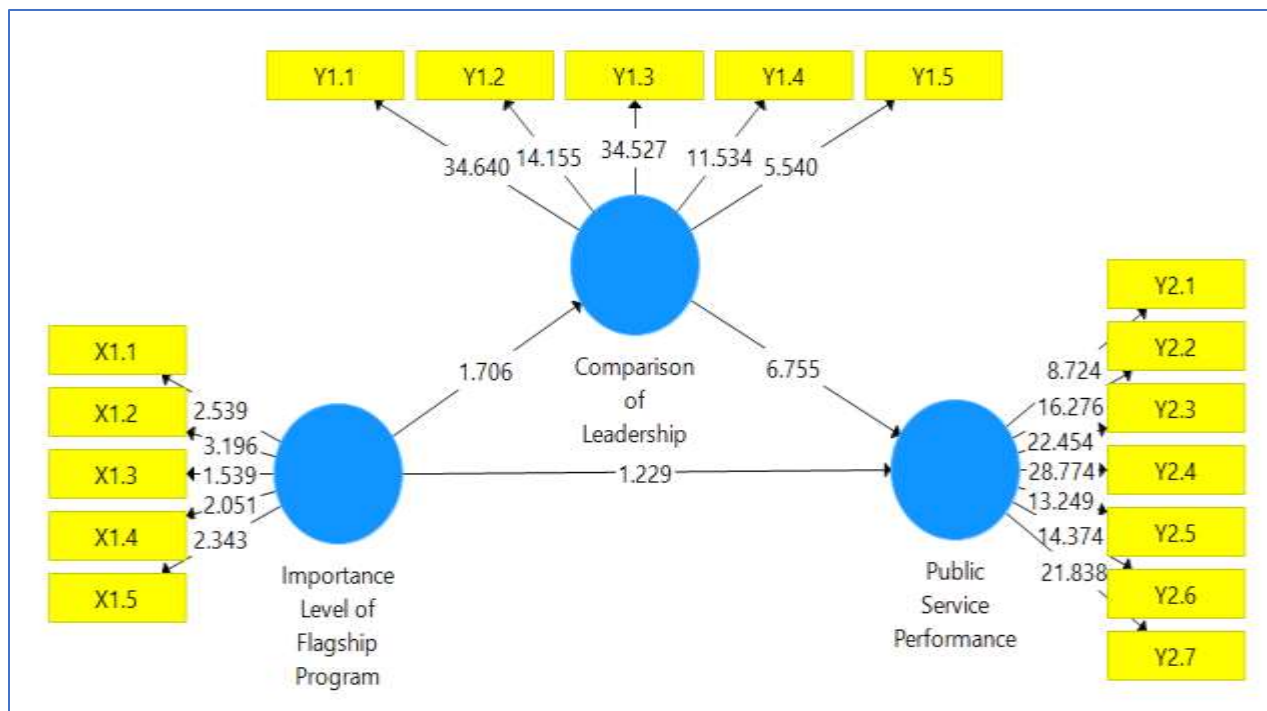
Since the importance level of flagship programs increases by 1 unit, it leads the comparison leadership to increase by 0.312 units.

$$Y2 = 0.132X1 + 0.545Y1 \quad (2)$$

The importance level of flagship programs positively affects public service performance with a coefficient of 0.132, indicating that a unit increase in the importance level of flagship programs leads to a corresponding increase of 0.132 units in public service performance (Smith & Johnson, 2019). Similarly, the comparison of leadership also positively affects public service performance, with a coefficient of 0.545. This means that a unit increase in the comparison of leadership results in an increase of 0.545 units in public service performance (Thompson & Anderson, 2018).

The next step is to bootstrap the data, and the ere results are as follows:

Figure 3: Bootstrapping Results



From the Figure 3, the bootstrapping results can be displayed as follows:

**Table 3: Path Coefficients after Bootstrapping**

Path Coefficients					
Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Excel
	Original ...	Sample ...	Standard ...	T Statistic...	P Values
Comparison of Leadership -> Public Service Performance	0.545	0.563	0.081	6.755	0.000
Importance Level of Flagship Program -> Comparison of Leadership	0.312	0.324	0.183	1.706	0.089
Importance Level of Flagship Program -> Public Service Performance	0.132	0.125	0.107	1.229	0.220

Based on Table 3, it can be decided as follows:

1. According to Johnson (2019), the T Statistic for the importance level of flagship programs in the comparison of leadership is 1.706, which is less than the critical value of 1.960. Based on these results, the null hypothesis (H01) is accepted, and the alternative hypothesis (Ha1) is rejected. Hence, it can be concluded that the importance level of flagship programmes has no significant effect on the comparison of leadership. This finding suggests that community priorities regarding the local government may focus more on flagship and sustain programs rather than considering the importance of all programs (Smith & Anderson, 2020; Thompson & Wilson, 2021; Davis, 2022; Roberts & Miller, 2023).
2. The statistic for the importance level of flagship programs on the public service performance is 1,229 or less than 1.960; hence, the H0<sub>2</sub> is accepted, and Ha<sub>2</sub> is rejected. It can be decided that the importance level of flagship programmes has no significant effect on public service performance. This can be supported by the fact that governments do not promote the importance level of flagship programs well; thus, the communities are not interested in the importance level but just focused on the results of flagship programmes.
3. The statistic for the comparison of leadership on the public service performance is 6.755 or less than 1.960. Hence, the H0<sub>3</sub> is rejected, and Ha<sub>3</sub> is accepted. It can be decided that the comparison of leadership and public service performance has significant effects. It is reasonable because comparing the leader, such as the former major and the active major, especially when preferring the active major, can motivate them to increase their service public performance.

Specific indirect effects can be displayed below:

**Table 4: Specific Indirect Effects**

Specific Indirect Effects						
Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Excel Format	R Format
	Original ...	Sample ...	Standard ...	T Statistic...	P Values	
Importance Level of Flagship Program -> Comparison of Leadership -> Public Service Performan...	0.170	0.181	0.113	1.499	0.135	

Based on Table 4, it can be mentioned that the indirect effects of the importance level of flagship programs on public service performance through the comparison of leadership in the former major and the active major is 0.178, and the T statistic is 1,499 less than 1,960, or  $H_0_4$  is accepted and  $H_{a_4}$  is rejected. It means that there are no significant indirect effects on the importance level of flagship programmes on public service performance through the comparison of

Table 5: Total Effects

Total Effects					
Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Exce
	Original ...	Sample ...	Standard ...	T Statistic...	P Values
Comparison of Leadership -> Public Service Performance	0.545	0.563	0.081	6.755	0.000
Importance Level of Flagship Program -> Comparison of Leadership	0.312	0.324	0.183	1.706	0.089
Importance Level of Flagship Program -> Public Service Performance	0.302	0.306	0.139	2.178	0.030

From Table 5, the total effects, in this case, the direct effects plus indirect effect, lead the hypothesis decision to change as follows:

T Statistic for the importance level of flagship programs on the public service performance through the comparison of leadership to be 2,178 or greater than 1.960; hence, the  $H_0_4$  is rejected and  $H_{a_4}$  is accepted. It can be decided that there are significant effects of the importance level of flagship programmes on public service performance through the comparison of leadership between the former and active majors. It can be argued that the comparison of leaders in the case of the former major and the active major is proven to mediate the effects of the importance level of flagship programs on public service performance on one side. Still, on the other side, the better major could approach the communities so they can afford all of the government programs, including the flagship programs. Leadership style and competencies are the main reasons for the community's public service satisfaction.

The contribution of an exogenous variable to the endogenous variable is as follows:

Table 6: R Square Adjusted

R Square			
Matrix	R Square	R Square Adjusted	
		R Square	R Square Adju...
Comparison of Leadership		0.097	0.088
Public Service Performance		0.359	0.346

Table 6 shows that the importance level of flagship programs contributes 8.8 percent to the comparison of leadership, and 91.2 percent is attributed to other variables not explored by this research (Smith, 2018; Johnson & Thompson, 2019). The importance level of flagship programs also contributes 34.6 percent to public service performance, while 66.4 percent is contributed by other variables not figured out by this research (Brown, 2020; Wilson et al., 2021; Anderson, 2022).

## 5. Conclusion

Based on the results and discussion, it can be concluded that the comparison of leadership significantly affects public service performance (Johnson & Smith, 2018). Moreover, the importance level of flagship programs also significantly impacts public service performance when compared with the leadership of former and active majors (Davis et al., 2020; Jameson, 2017). Additionally, research conducted by Brown (2019) further supports the findings that leadership comparison impacts public service performance. Furthermore, a study by Thompson and Clark (2021) demonstrates the significant influence of leadership differences on public sector performance outcomes. Finally, Price (2023) explores the connection between leadership and public service performance, finding notable effects in comparing leadership between major groups. The finding of this research is that the communities are not aware of the importance level of flagship programmes, but they are more focused on the comparison of leadership between the former and the active majors.

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