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## Innovative Behavior Analysis to improve Public Service Quality, E - Gov Studies and Work Capability at PT Jasa Marga Tbk Region of Java Island, Indonesia

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### **Abstract**

*This study aims to analyze the implementation of e-gov and work capability on service quality mediated by innovative behavior. The population in this study were all employees of the operational division of PT Jasa Marga Tbk with a total of 2171 employees. 100 respondents were taken as a sample using the Slovin Formula with the Proportional Random sampling method. The data collection method is by distributing questionnaires, as primary data. The analysis technique used is Smart Partial Least Square version 3.0. The results of the research analysis obtained that the implementation of e-government has a positive and significant effect on service quality, work capability has a positive and significant effect on service quality, and innovative behavior has a positive and significant effect on service quality. The research findings show that the implementation of e-government and work capability can improve service quality mediated by innovative employee behavior.*

**Keywords:** E-Government; Work Capability; Public Services Quality and Innovative Behavior.

### **Introduction**

PT. Jasa Marga (Persero) is a BUMN (State Owned Enterprise) which is a toll road service company in Indonesia for the public interest, and is tasked with managing the road network of all toll road sections so that they always function optimally. PT. Jasa Marga as a provider of toll road infrastructure facilities and infrastructure, has a strategic and important role to accelerate the distribution of goods and services between regions throughout Indonesia.

The availability of toll roads creates connectivity between regions, thereby reducing the imbalance in the distribution of goods and services, as well as equalizing prices for daily necessities in various regions in Indonesia.

The implementation of e-government requires employees who have the ability to innovate, have

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creative ideas to find new things to improve service quality. Bani-Melhem *et al.* (2020) revealed that employee innovative behavior is demonstrated by the ability of employees to always try new things, new ideas, new techniques at work. Innovative behavior as revealed by Hendri (2019) is creative and innovative ideas in carrying out tasks and activities. Innovative behavior indicators according to (Damanpour 1991) include: innovation techniques, service innovation and product innovation. Innovative behavior is a solution offered to improve service quality.

The quality of toll road services in question is facilitating inter-regional transportation services so as to increase efficiency, improve effectiveness and productivity for toll road users, for companies and individual consumers. Efficiency occurs because the flow of goods and services quickly reaches their destination, so that costs are reduced; as a further result, return on investment becomes more effective and the impact on business productivity increases rapidly. According to Gowan *et al.* (2001), the provision of services in the public sector is very complex because it is not only to meet the problem of expressed needs, but to find needs that are not expressed. Public services set priorities, including allocating resources that have been carried out properly and can be accounted for before the public. Caron and Giaque (2006) show that the ability of today's public sector employees is faced with challenges that arise from the introduction of new principles and tools and are carried out in a professional manner. The work inspiration and work ability of public sector employees has shifted towards managing public sector work, due to information technology.

The use of information technology in public services is inevitable. Public policies that involve community services will use information technology (Scholl, 2007). Information technology is needed to change information management in the form of services to the community, namely community interactions that are very complex so that they reach the community in a relatively short time (Dawes, 2009). Information technology covers a very broad area or e-government in general concerning political, administrative, economic and community stakeholders. The focus is related to government issues concerning accountability, legitimacy and responsibility (Gronlund, 2010), where the ability of employees to work according to the demands of change is needed.

The concept of work capability is at the heart of many disciplines especially those related to working life and rehabilitation. First, helping organize professional activities, for example in general the types of competencies and activities carried out based on different jobs. Second, employers, workers and trade unions are able to determine the type of work that is relevant according to the competence of each worker as expected (Fleishman EA, Reilly 1995; DOT 2009). Third, professional competence, motivation, work requirements, health, virtue and work environment as characteristics of work ability and become standard qualifications (Nordenfelt L, 2008; Ilmarinen J 2001, Westerholm P, Bostedt G 2004, Bru`lde B. Arbetsfo`rma`nga 2008), other authors add attitudes and values (Ilmarinen J 2001; Westerholm P, Bostedt G 2004).

Based on theoretical studies, there is a Research gap, as follows: The results of research by Amalia *et al.*, (2021), and Rizal *et al.*, (2022), work ability have a positive and significant effect on the quality

of public services. While the research by Yudianto & Yusuf (2021) and Kuspini (2022), work ability has a positive but not significant effect on the quality of public services.

The gap phenomenon is found because there are many complaints about the use of toll roads, complaints occur due to traffic jams, and there are still many potholes on the toll roads. In 2018 the number of incoming customer complaints was 1205 complaints, and in 2019 the number increased to 1218 complaints. The number of complaints received in 2020 will be less, namely 940 complaints. In 2021, the number of complaints coming back has increased by 18.7 percent, with a total of 1116 complaints via the Call Center and Twitter.

These conditions indicate the cause of the problems that occur in PT. Jasa Marga Tbk, especially the quality of service that is not optimal.

## **Literature Review**

### ***E government***

E-government is the use of information technology by government agencies (such as wide area networks, the internet, and mobile computing) that have the ability to transform relationships with citizens, businesses, and other government agencies (Indrajit, 2016). E-Government is one of the information technology public services provided by the government to improve performance, efficiency, accountability and public trust (Agustina, 2021).

The indicators used to measure the implementation of e-government will refer to research by Setyadi *et al.*, (2019), including: 1. Work is more effective. 2. Online based service. 3. Ease of access to data and information. 4. Reducing administrative costs. 5. Accuracy of data and information. 5. Websites can be used as an effective medium of communication.

### ***Work Capability***

Work Capability is the capacity of an individual to perform various tasks in a particular job (Robbins & Judge, 2018). According to Robbins & Judge (2018), there are three types of HR capabilities in the quality dimension that need to be studied, namely conceptual skills, human skills and technical skills. ).

### ***Public Service Quality***

Tjiptono & Chandra, (2016) revealed that the quality of public services is a systematic activity carried out by government employees in order to fulfill the community's need for optimal service in accordance with statutory provisions. Public services do not aim to increase profit margins but to provide satisfaction to the community which is carried out at low cost so that all groups can reach them (Rahma *et al.*, 2017).

Indicators of public service quality variables refer to research conducted by Amalia *et al.*, (2021), including: 1. Physical evidence (Tangible), related to physical evidence of the toll roads provided.

2. Reliability, related to the ability possessed by employees to provide services to the community.
3. Responsiveness, related to the response or responsiveness of employees in handling complaints.
4. Assurance, related to a sense of security security provided by agencies to the community.
5. Empathy (Emphaty), related to the attention given by agency employees to the community.

### ***Innovative behavior***

Innovative behavior is the ability to create an original idea, use work results as a potential idea and apply new ideas to work practices (Birdi *et al.*, 2016). Innovation behavior is a series of individual activities related to the generation of ideas, creating support for the organization and helping the implementation of the organization (Riani *et al.*, 2017, Messman & Mulder, 2012). Meanwhile (Wess & Farr, 2013) revealed that innovative behavior is any behavior of a person aimed at creating, introducing, and implementing something new and useful in various organizations.

The indicators used to measure innovative behavior in this study are cited by Nham *et al.*, (2020) which include: 1. Enjoy trying new ideas. 2. Have a strong desire to find new ideas. 3. Looking for new ideas at work. 4. Often improvise new ways. 5. Creative and original. 6. Want to learn in the organization.

## **Relationship between variables**

### ***Work Capability on the Public Services Quality***

The results of research by Rahma *et al.*, (2017) state that the high level of work ability possessed by an employee will have a positive influence on improving the quality of public services. This is reinforced by the research results of Muazansyah (2018), Amalia *et al.*, (2021), and Rizal *et al.*, (2022) which state that higher work ability will have a positive effect on the quality of public services. Based on this description, the hypothesis proposed is:

H1: It is suspected that work capability has a positive and significant effect on the quality of public services

### ***Application of E-Government to the Quality of Public Services***

The results of research by Setyadi *et al.*, (2019) reveal that the better the implementation of e-government in a public service agency can have a positive impact on improving the quality of public services. The results of Agustina's research (2021) also state that the optimal implementation of e-government in a government agency will have a positive influence on the quality of public services.

H2: It is suspected that the implementation of e-government has a positive and significant effect on the quality of public services.

### ***Innovative Behavior on the f Public Services Quality***

The results of research conducted by Anwar *et al.*, (2019) reveal that the better the innovative behavior of employees will have a positive impact on improving the quality of public services. This

is reinforced by the results of research by Faris *et al.*, (2020) which states that the higher the innovative behavior of an employee in an agency has a positive influence on the quality of public services. Based on this description, the hypothesis proposed is:

H3: It is suspected that innovative behavior has a positive and significant effect on the quality of public services.

#### ***Effect of Work Capability on Innovative Behavior***

Changes in conventional work patterns with the advent of information technology require significant work abilities. Innovative behavior becomes a reference for workers to improve their performance, especially in terms of service quality. The results of research by Riani *et al.*, (2017) stated that the higher the ability of employees to have a positive impact on increasing innovative behavior. Based on this description, the hypothesis proposed is:

H4: It is suspected that work ability has a significant positive effect on innovative behavior.

#### ***Application of E-Government to Innovative Behavior***

E-Government is one of the information technology public services provided by the government to improve performance, efficiency, accountability and public trust. The use of information technology in public services will make employees who work in it demanded to be more innovative. According to Hendri (2019) innovative behavior is employee creativity and innovative ideas in carrying out their duties.

H5: It is suspected that the application of E-government has a significant positive effect on innovative behavior.

#### ***The Effect of Work Capability on the Public Services quality through Innovative Behavior***

The ability of employees to work must be continuously improved on a sustainable basis, this is a demand, because of changes in work patterns using information technology. Innovative behavior is required for every worker to improve service quality. The results of research by Riani *et al.*, (2017) stated that the higher the ability of employees to have a positive impact on improving the quality of public services through innovative behavior. Based on this description, the hypothesis proposed is:

H6: It is suspected that work ability has a significant positive effect on the quality of public services through innovative behavior.

#### ***The Effect of Implementing e-Government on the Public Services Quality through Innovative Behavior.***

According to Wahyuningsih *et al.*, (2021) The application of E-Government has a positive and significant effect on the quality of public services. The application of e-government in government agencies is very important, because it will improve the quality of relations with the community. The

existence of the application of e-government is increasingly increasing the innovative behavior of employees in providing services to the community. This shows that the implementation of e-government in government agencies will increase innovative behavior, so that it will have a positive impact on improving the quality of public services. Based on this description, the hypothesis proposed is:

H7: It is suspected that the implementation of e-government has a significant positive effect on the quality of public services through innovative behavior.

### Thinking Framework Model

The conceptual model of this study can be seen from the following figure 1:

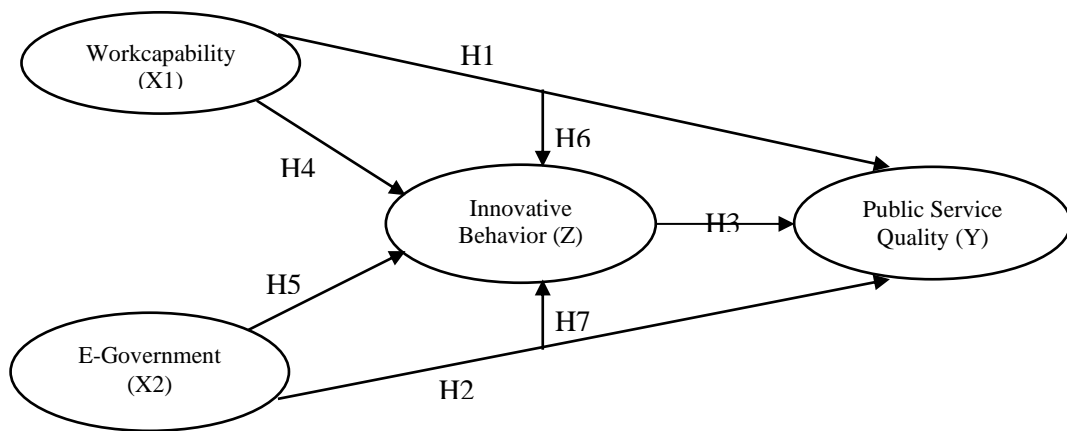


Figure 1: Framework Model

### Material and Methods

This study uses a quantitative approach with analysis tool the Structural Equation Model Partial Least Square (SEM-PLS) version 3. Variable indicators 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 employees of the operational division who were on the island of Java at PT. Jasa Marga. The number of samples used was 100 respondents, the sampling technique used in this study was proportionate random sampling.

Table 1: Variable Operational Definition

No	Variable	Operational definition	Indicator
1	Workcapability (X1)	The capacity of knowledge and mastery of technical implementation possessed by an employee to carry out various tasks in a particular job.	1. Knowledge 2. Training 3. Experience 4. Skills 5. Ability to work

			Source: Muazansyah (2018)
2	Implementation of E-Government (X2)	Implementation of public services using information technology carried out by government agencies to carry out transformation or relations with the community with the aim of improving service quality in order to improve performance, efficiency, accountability and public trust	<ol style="list-style-type: none"> <li>1. Work more effectively</li> <li>2. Online-based services</li> <li>3. Easy access to data and information</li> <li>4. Reducing administrative costs</li> <li>5. Accuracy of data and information</li> <li>6. Websites can be used as an effective medium of communication</li> </ol> Source: Setyadi <i>et al.</i> , (2019)
3	Innovative Behavior (Z)	The behavior of an employee to realize new ideas that are more original than those that existed before, to be applied in the context of work so that they can be useful for the organization and can improve individual performance as well as improve the performance of the organization	<ol style="list-style-type: none"> <li>1. Enjoy trying new ideas</li> <li>2. Have a strong desire to find new ideas</li> <li>3. Looking for new ideas at work</li> <li>4. Improvise new ways</li> <li>5. Creative and original</li> <li>6. Willing to learn in the organization</li> </ol> Source: Nham <i>et al.</i> , (2020)
4	Public Service Quality (Y)	The level of service excellence provided by the organization relates to services that can meet expectations or exceed the expectations and desires and needs of the community for the services they receive.	<ol style="list-style-type: none"> <li>1. Physical evidence</li> <li>2. Reliability</li> <li>3. Responsiveness</li> <li>4. Assurance</li> <li>5. Empathy</li> </ol> Source: Amalia <i>et al.</i> , (2021)

Source: Primary data processed, 2023.

## Results and Discussion

### Demographic Data

**Table 2:** Respondent Data

No	Characteristics	Amount	Percentage
1	<b>Gender</b>		
	Man	80	80
	Woman	20	20
2	<b>Age</b>		
	21 – 30 years	28	28
	31 – 40 years	41	41
	41 – 50 years	16	16
	51 – 60 years	15	15
3	<b>Education</b>		
	High School / Vocational	58	58
	Diploma	9	9
	Bachelor	31	31
	Postgraduate	2	2
4	length of work		
	3 – 4 years	6	6
	5 – 6 years	3	3

7 – 8 years	18	18
9 – 10 years	27	27
> 10 years	46	46
Total	100	100

Source: Primary data processed, 2023.

***Descriptive analysis of indicators per variable***

The results of respondents' responses to work ability are good. This can be seen from the average value of the average respondent's response of 4.30 which is very high. The lowest result is on the knowledge and work ability indicator with a value of 4.22, meaning that employees still need even better knowledge and work ability. While the highest indicator is in Training with a value of 4.42; shows that employees are happy with the training that is held on an ongoing basis.

Respondents' responses to the implementation of e-government have been good. This can be seen from the average value of the average respondent's response of 4.32 which is very high. The lowest result on the website indicator can be used as an effective communication medium with a value of 4.27; explained that there were still employees who were not familiar with the existence of the website. While the highest indicator is the Ease of access to data and information indicator with a value of 4.37; this explains that employees feel comfortable with the ease of access to data.

Respondents' responses to innovative behavior have been good. This can be seen from the average value of the average respondent's response of 4.36 which is very high. The lowest indicator is on often improvising new ways with a value of 4.26; this explains that improvising in work has been done well. And the highest indicator is willing to learn in an organization with a value of 4.42; explains that employees want to learn continuously in the organization.

The results of respondents' responses to the quality of public services have been good. This can be seen from the average value of the average respondent's response of 4.32 which is very high. The lowest indicator with a value of 4.25 is responsiveness, meaning that there is still a time lag for responding to service quality; while the highest indicators are found in assurance and empathy with a value of 4.37; this explains that public services get empathy and assurance in service.

***Convergent Validity Test Results and Composite Reliability***

The loading value on each variable indicator is greater than 0.70. These results can be concluded if each of the indicators used to measure the variable indicators 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 of each variable of work ability, e-government implementation, innovative behavior, and quality of public services are greater than 0.70. These results can be concluded that the constructs of each research variable can be said to be reliable and meet the requirements for research. The full



results can be seen in the following Table 3.

**Table 3:** Outer Loading Results

	Workcapability	Implementation of E-Gov	Innovative Behavior	Public Service Quality
X1.1	0,743			
X1.2	0,850			
X1.3	0,807			
X1.4	0,837			
X1.5	0,809			
X2.1		0,825		
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 4:** Nilai AVE, Cronbachs Alpha, dan Composite Reliability

Variable	Average Extracted (AVE)	Variance	Cronbach's Alpha	Composite Reliability
Workcapability	0,656		0,869	0,905
Implementation of E-Gov	0,758		0,936	0,949
Innovative Behavior	0,729		0,924	0,941
Public Service Quality	0,701		0,892	0,921

Source: Primary data processed, 2023.

Structural Models

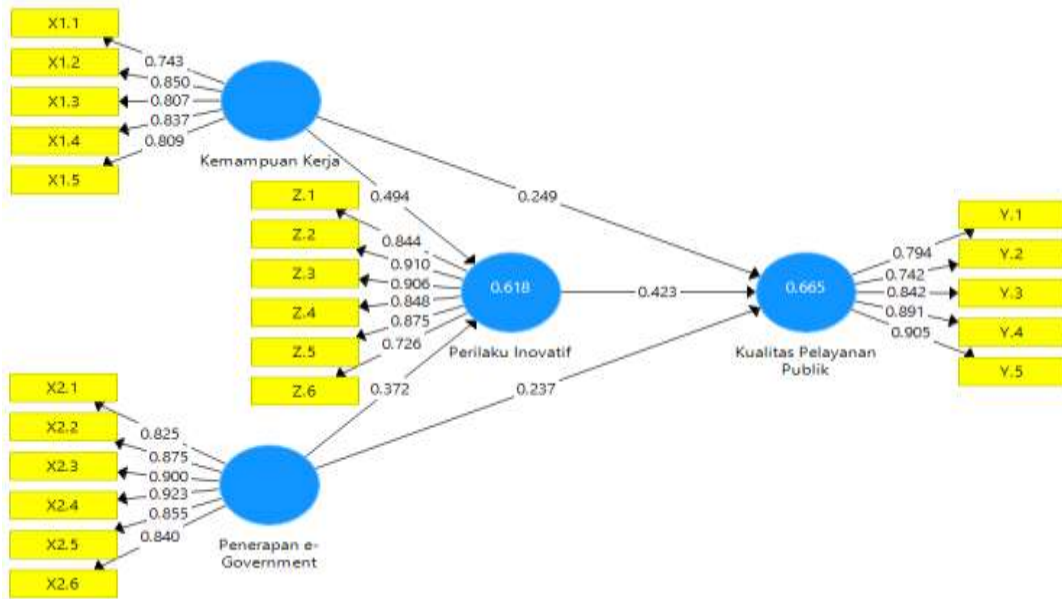


Figure 2. Full Structural Model

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 the variable quality of public services by 66.5%, while the remaining 33.5% of the variation in the variable quality of public services is explained by other variables not examined. The R-Square value in the second regression model is 0.618. This result can be interpreted that the ability to work and the application of e-government can explain the variation of innovative behavior variables by 61.8%, while the remaining 38.2% of the variation of innovative behavior variables is explained by other variables not examined. Values above the average indicate if the two models are moderate.

**f-Square**

The value that has a strong influence is the effect of work ability on innovative behavior with a value of more than 0.35, while those that have a moderate influence are the effect 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 effect of work ability on the quality of public services and the effect of e-government implementation on the quality of public services with values between 0.02 and 0.15. This can be seen in the following table:

**Table 5:** f-Square

Variable	Value of <i>f-Square</i>	
	Public Service Quality	Innovative Behavior
Workcapability	0,079	0,376
Implementation of E-Gov	0,081	0,213
Innovative Behavior	0,204	

Source: Primary data processed, 2023.

**Table 6:** Hypothesis Test Results

Influence between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workcapability → Public Service Quality	0.249	0.249	0.112	2.220	<b>0.027</b>
Implementation of E-Gov → Public Service Quality	0.237	0.243	0.109	2.179	<b>0.030</b>
Innovative Behavior → Public Service Quality	0.423	0.420	0.155	2.721	<b>0.007</b>
Workcapability → Innovative Behavior	0.494	0.500	0.096	5.122	<b>0.000</b>
Implementation of E-Gov → Innovative Behavior	0.372	0.361	0.105	3.526	<b>0.000</b>

Source: Primary data processed, 2023.

The regression coefficient value of the workability 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 less than 0.05. The decision is to accept the alternative hypothesis, meaning that if 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 results of research by 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 has a positive value, 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 less than 0.05. The decision is to accept the alternative hypothesis, meaning that if the second hypothesis (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 the higher the implementation of e-government will improve the quality of public services, according to the results of research by Setyadi *et al.*, (2019), Agustina (2021), which states that the implementation of e-government has a positive and significant effect on the quality of public services.

The regression coefficient value of 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 less than 0.05. The decision is to accept the alternative hypothesis, meaning that if the third hypothesis (H3) which states that innovative behavior has a significant positive effect on the quality of public services can be accepted. This means that if the employee's innovative behavior is higher, it will improve the quality of public services, according to the results of research by Anwar *et al.*, (2019) and Faris *et al.*, (2020) which state that innovative behavior has a positive and significant impact on the quality of public services.

The regression coefficient value of the workability 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 less than 0.05. The decision is to accept the alternative hypothesis, meaning that if the fourth hypothesis (H4) which states that work ability has a significant positive effect on innovative behavior can be accepted. This means that higher work ability will increase an employee's innovative behavior, in accordance with the results of research by 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 has a positive value, 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 less than 0.05. The decision is to accept the alternative hypothesis, meaning that if the fifth hypothesis (H5) which states that e-government implementation has a significant positive effect on innovative behavior can be accepted. This means that if the application of e-government is higher in a government agency, it will be able to increase the innovative behavior of its employees (Hendri, MI 2019).

**Intervening Test**

The intervening test in research will also be known by looking at the coefficient values of the Specific Indirect Effects. The results of the path analysis of the effect of employability and the application of e-government on the quality of public services through job satisfaction are as follows:.

**Table 7:** Intervening Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workcapability → Innovative Behavior → Public Service Quality	0.209	0.213	0.093	2.244	0.025
Implementation of E-Gov → Innovative Behavior → Public Service Quality	0.157	0.150	0.072	2.193	0.029

Source: Primary data processed, 2023.

The t value of the statistical path coefficient of the work ability variable is greater than the t table value of  $2.244 > 1.96$  and the p value of 0.025 is less than 0.05. This means that innovative behavior can mediate the effect of work ability on the quality of public services. Riani, C., Astuti, E. S., & Utami, H. N. (2017).

The t value of the statistical path coefficient of the e-government implementation variable is greater than the t table value of  $2.193 > 1.96$  and the p value of 0.029 is less than 0.05. This means that innovative behavior can mediate the effect of e-government implementation on the quality of public services. Wahyuningsih *et al.*, (2021)

### Conclusion

The research results show that the implementation of e-government has a positive and significant effect on service quality. The indicator of ease of access to data and information explains that employees feel comfortable with the ease of access to data.

Work capability has a positive and significant effect on service quality. Employee training indicators will improve the ability of employees and employees feel happy with the ongoing training.

Innovative behavior has a positive and significant effect on service quality. Innovative behavior variable indicators explain that employees want to learn continuously within the organization, so as to improve service quality. Empathy and assurance indicators on service quality variables are able to make a real contribution to the quality of public services.

The research findings show that innovative behavior can be a solution to improve service quality in e-government implementation and the work ability of employees at PT Jasa Marga Tbk.

### Suggestion

The indicator of knowledge and ability to work on the variable of workability shows that employees still need increased knowledge and better work ability.

The lowest result on the indicator website can be used as an effective communication medium; explained that there were still employees who were not familiar with the existence of a website in the e-gov implementation variable.

The lowest indicator is often improvising new ways, this explains that improvising at work has been done even though it still has to be done well continuously, on innovative behavior variables.

The lowest indicator is responsiveness, meaning that there is still a time lag to provide service quality; on the service variable, it means that between the information on toll road user complaints there are still services that have not been immediately followed up to be resolved properly.

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