Analysis of Regulatory Quality, Interagency Coordination, and Institutional Capacity on the Effectiveness of Public Services in Jakarta

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Article Info	ABSTRACT
	This study examines the impact of regulatory quality, interagency coordination, and institutional capacity on the effectiveness of public services in Jakarta. Using a quantitative approach, data were collected from 100 respondents working in Jakarta's public service sector. A Likert scale (1-5) questionnaire was employed to measure perceptions of the governance factors and service effectiveness, and the data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3). The results reveal that all three governance factors—regulatory quality, interagency coordination, and institutional capacity—significantly and positively affect public service effectiveness, with institutional capacity having the strongest influence. The findings highlight the importance of governance reforms aimed at improving regulatory frameworks, enhancing interagency collaboration, and strengthening institutional capacity to ensure efficient public service delivery in Jakarta. This research provides key insights for policymakers to optimize governance systems for better public sector performance. *This is an open access article under the CC BY-SA license.*

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1. INTRODUCTION

This research aims to fill gaps in the literature by examining the influence of green financing, sustainability report transparency, and ESG implementation on corporate reputation in the banking industry in Indonesia. Using a quantitative approach, this study seeks to answer the following research questions: 1. How does green financing affect the corporate reputation of banks in Indonesia? 2. To what extent does sustainability report transparency influence the reputation of banks? 3. What is the impact of ESG implementation on the reputation of banks in Indonesia?

The effectiveness of public services is crucial for socio-economic development in fast-growing Jakarta, requiring efficient governance. High-quality public services, such as health, education and transport, are critical to improving quality of life. This

requires strong regulation, inter-agency coordination and good institutional capacity. Effective governance is characterised by cost transparency, standardised procedures and personnel reform [1]. A clear and enforceable regulatory framework and accelerated public service laws are key to improvement [1]. Institutional coordination and bureaucratic simplification facilitate service access [2]. Institutional reform and the application of Information and Communication Technology (ICT) also play an important role in ensuring efficiency and equal access [2]. The efficiency of public services is measured through the ratio of outcomes and costs, as well as target performance as a key metric of effectiveness [3]. These factors directly influence how well services are delivered to meet the needs of the public.

In Jakarta, effective public service delivery is faced with the challenges of rapid urbanisation, traffic congestion, and socio-economic disparities, although various public sector governance reform efforts have been made, there are still gaps that need to be addressed. The Provincial Government of DKI Jakarta is focusing on organisational restructuring to improve service quality and adapt to digital transformation that is essential for sustainable development [4]. Strategic policies have also been implemented to address transport challenges, such as the development of public transport and restrictions on private vehicles to create a sustainable and responsive system [5]. In addition, AI integration and data analytics are being pursued to improve the effectiveness of public services, with significant positive impacts on local government operations [6]. Transit-Oriented Development (TOD) strategies are also used to incorporate neighbourhood services and smart city initiatives, which address citizens' preferences and promote sustainable urban living [7]. Digital government initiatives are also utilised to tailor place-based innovation policies, which play an important role in improving governance and service delivery in Jakarta [8].

Regulatory quality is crucial for ensuring effective public service delivery, particularly in complex urban environments like Jakarta, as it provides a framework for efficient public services that promote economic growth and public welfare. However, poor regulation can lead to inefficiencies and corruption, undermining service effectiveness [9]. In Jakarta, the challenge lies in establishing clear and enforceable regulations amidst a diverse government structure, where interagency coordination is essential to avoid duplication and reduce bureaucratic delays, a common issue in fragmented governance systems [10], [11]. Strengthening institutional capacity is equally important to manage resources effectively and respond to the growing population's needs, as weak institutional capacity can lead to service delays and reduced public confidence [9], [12].

The relationship between these three factors-regulatory quality, inter-agency coordination, and institutional capacity-is at the centre of this research. Understanding how these elements interact to influence the effectiveness of public services is critical to informing policy reforms that can improve public services.

2. LITERATURE REVIEW

2.1 Regulatory Quality

Regulatory quality is a critical component of effective governance, influencing public service delivery by ensuring fairness, accountability, and transparency. Effective regulations provide standards that promote competition, innovation, and efficiency, as noted by Villoria-Mendieta [13]. In urban settings like Jakarta, regulatory quality is often challenged by overlapping policies and weak enforcement, issues exacerbated by rapid urbanization [14]. Well-designed regulations establish a level

playing field, encouraging competition while mitigating threats to health, safety, and the environment, thereby fostering economic growth [15]. Effective regulations also reduce risks of corruption and inefficiency, ensuring consistency and fairness in service delivery [14]. However, challenges such as policy overlaps and weak enforcement hinder regulatory effectiveness, particularly in rapidly urbanizing areas like Jakarta [14]. Improving regulatory quality requires enhancing bureaucratic accountability, strengthening law enforcement, and implementing regulatory impact assessments to foster better governance and oversight [9], [14]

2.2 Interagency Coordination

Inter-agency coordination is a critical component of effective public service delivery, especially in complex urban environments such as Jakarta, which involves collaboration between different government agencies to address cross-cutting issues and improve service efficiency. Effective coordination enables integrated policies and services across sectors, thereby increasing effectiveness, efficiency and innovation in public service delivery [16]. However, the absence of a central mechanism to harmonise actions between agencies often leads to inefficiencies and fragmented services, as seen in Jakarta's urban governance challenges [17]. Improving efficiency and effectiveness through coordination can simplify decision-making processes and reduce

redundancies [16] while in sectors such as disaster management, effective collaboration has been shown to improve crisis response [18]. Coordination also increases transparency and accessibility of information, which is essential for effective governance [17]. However, complexities in collaboration can slow down decision-making[16], while power dynamics and trust issues can also be challenging if not managed well [19]. The lack of a central mechanism to align actions across agencies remains a major obstacle to successful coordination [17].

2.3 Institutional Capacity

Institutional capacity is crucial for effective public service delivery, as it encompasses the ability of institutions to manage resources, implement policies, and adapt to changes. Strong institutional capacity enables informed decision-making and efficient responses to public needs, relying on key aspects such as human resources, financial management, and technological capabilities. In Jakarta, challenges like limited budgets, understaffing, and bureaucratic inefficiencies underscore the need for strategies to enhance institutional capacity through staff training, better financial management, and digital technology adoption [20], [21]. Effective human resource management, as seen in Tangerang Regency, has been linked to increased local revenue, demonstrating the importance of skilled personnel in service delivery [21]. Similarly, efficient financial

management, exemplified by performance-based budgeting in Tangerang, improves resource allocation and service outcomes [21]. Technological adoption is also critical, as inadequate infrastructure, like that in Cox's Bazar, has hindered service delivery, highlighting the need for digital enhancements [22]. Continuous monitoring and evaluation further strengthen institutional capacity, ensuring sustainable governance [20].

2.4 Public Service Effectiveness and the Role of Governance

The effectiveness of public services is a multifaceted issue that greatly influences citizens' quality of life and trust in government institutions, with key factors such as accessibility, timeliness, quality, and citizen satisfaction playing crucial roles. Enhancing public administration through digital government services, public participation mechanisms, and policy innovation improves efficiency, transparency, and responsiveness [23]. In Jakarta, public service reform is hindered by regulatory inefficiencies, poor coordination, and limited institutional capacity. Digital services, as demonstrated in Makassar City, can increase administrative efficiency by reducing delays and costs, although challenges like technical difficulties and resistance to change remain [24]. E-participation platforms and citizen engagement initiatives further boost transparency and accountability, fostering trust in institutions [23]. Policy innovation, particularly the adoption of new technologies, helps address complex societal

challenges and enhances public sector adaptability [25]. Ultimately, citizen satisfaction, a key measure of service performance, significantly influences trust in government and requires a broader approach beyond traditional performance models [26].

2.5 Theoretical Framework

The theoretical foundation of this study is grounded in governance theory, which emphasizes the role of institutions, regulatory frameworks, and interagency collaboration in promoting effective public service delivery. Governance theory posits that public services are most effective when supported by a combination of strong regulations, well-coordinated government actions, and capable institutions (Rhodes, 1997). These elements work together to ensure that public services are delivered in a manner that is transparent, accountable, and responsive to the needs of citizens.

Based on the literature review and theoretical framework, the following hypotheses were tested in this study:

H1: Regulatory quality has a significant positive impact on the effectiveness of public services in Jakarta.

H2: Interagency coordination has a significant positive impact on the effectiveness of public services in Jakarta.

H3: Institutional capacity has a significant positive impact on the effectiveness of public services in Jakarta.

3. METHODS

3.1 Research Design

This study adopts a quantitative research design to assess the relationships between regulatory quality, interagency coordination, institutional capacity, and public service effectiveness. Quantitative research is appropriate for this study because it allows for the objective measurement of the variables and their interactions, which can be statistically analyzed to conclude.

The population of this study consists of individuals working within Jakarta's public service sector who possess direct knowledge or experience regarding the governance and delivery of public services. These individuals include government officials, public service managers, and employees involved in various public institutions responsible for service provision. The study specifically targets respondents familiar with the regulatory frameworks and interagency coordination processes that impact service delivery in the city. A purposive non-probability sampling method was used to select respondents with relevant knowledge and experience related to the study's variables. A sample size of 100 respondents was considered appropriate to ensure meaningful statistical analysis while maintaining manageability, aligning with the requirements for SEM-PLS analysis, which typically recommends 30 to 100 samples for adequate statistical power (Hair et al., 2014). Respondents were selected based on their roles in regulatory oversight, institutional management, and interagency coordination within Jakarta's public service sector.

3.2 Data Collection

Primary data were collected through a structured questionnaire distributed to selected respondents, designed to capture their perceptions of regulatory quality, interagency coordination, institutional capacity, and the effectiveness of public services in Jakarta. The questionnaire items were developed based on established scales from previous studies to ensure reliability and validity. Each item was measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), allowing respondents to express the degree of their agreement with specific statements. The Likert scale, commonly used in governance and public administration research, enables the quantification of subjective perceptions, making them suitable for statistical analysis.

3.3 Data Analysis

The collected data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3), a statistical method ideal for examining multiple relationships between independent and dependent variables. SEM-PLS is well-suited for this study due to its capability to handle complex models with latent constructs and its robustness in small to medium sample sizes (Hair et al., 2014). This approach provided insights into the direct and indirect effects of regulatory quality, interagency coordination, and institutional capacity on public service effectiveness. The analysis was conducted in two stages: (1) Measurement Model Assessment, which evaluated the reliability and validity of constructs using criteria such as Composite Reliability (CR), with a threshold of 0.7, Average Variance Extracted (AVE) of 0.5 or higher, and Discriminant Validity assessed using the Fornell-Larcker criterion; and (2) Structural Model Assessment, where path coefficients (β), t-statistics, p-values, and R-squared (R^2) values were used to evaluate the strength, significance, and explanatory power of relationships between variables. A p-value less than 0.05 indicated statistical significance, while a higher R^2 value suggested stronger explanatory power for the dependent variable (public service effectiveness). The SEM-PLS analysis was performed using SmartPLS 3, which generated the necessary outputs such as path coefficients, R^2 values, and model fit indices.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

The demographic profile of the 100 respondents in this study offers important context for understanding perceptions of

regulatory quality, interagency coordination, institutional capacity, and public service effectiveness in Jakarta. Respondents were selected based on their roles in the public service sector, representing a range of stakeholders with direct governance experience. Key demographics include age, gender, education level, position, and years of experience. Notably, 60% of respondents were aged 30-49, with 55% male and 45% female. Additionally, 60% held postgraduate degrees, and 85% were in middle or senior management, reflecting substantial experience in public service governance. With 65% having over 10 years of experience, the survey captured well-informed perspectives on public service delivery and governance issues in Jakarta.

The descriptive statistics revealed key trends, with the average rating for regulatory quality at 3.8, indicating that respondents generally perceive regulations in Jakarta as moderately effective but in need of improvement. Interagency coordination received an average rating of 3.5, reflecting moderate satisfaction with collaboration efforts between government bodies. Institutional capacity was rated at 3.7,

suggesting that public institutions are seen as reasonably capable but could benefit from additional resources and support. Public service effectiveness received the highest average rating of 3.9, indicating that while services are largely functional, there is still room for enhanced performance.

4.2 Measurement Model Assessment

The measurement model assessment evaluates the reliability and validity of the constructs used in the study, including regulatory quality, interagency coordination, institutional capacity, and public service effectiveness. Key metrics include Cronbach's Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), factor loadings, and discriminant validity. Reliability, indicating consistency, was confirmed through Cronbach's Alpha and CR, both exceeding the 0.7 threshold (Hair et al., 2014). Convergent validity was supported by AVE values above 0.5, indicating that each construct explains over 50% of variance, and factor loadings above 0.7, demonstrating strong association with the underlying constructs.

Table 1. Measurement Model

Variable	Code	Loading Factors	Cronbach's Alpha	Composite Reliability	AVE
Regulatory Quality	RQ.1	0.824	0.826	0.878	0.581
	RQ.1	0.793			
	RQ.1	0.816			
	RQ.1	0.803			
	RQ.1	0.805			
Interagency Coordination	IC.1	0.771	0.804	0.864	0.579
	IC.1	0.782			
	IC.1	0.846			
Institutional Capacity	IP.1	0.858	0.842	0.892	0.602
	IP.1	0.823			
	IP.1	0.728			
Public Service Effectiveness	PS.1	0.834	0.835	0.888	0.590
	PS.1	0.816			
	PS.1	0.843			
	PS.1	0.805			

All constructs have Cronbach's Alpha values exceeding 0.7, confirming internal

consistency, and Composite Reliability values also above 0.7, indicating the reliability of the

measurement model. The AVE values for all constructs are greater than 0.5, confirming adequate convergent validity, with factor loadings above the 0.7 threshold, supporting strong associations between indicators and their respective constructs. Discriminant

validity, assessed using the Fornell-Larcker criterion, was confirmed as the square root of each construct's AVE was greater than its correlations with other constructs, establishing clear distinction between the constructs.

Table 2. Discriminant Validity

Construct	RQ	IC	IP	PS
Regulatory Quality	0.764			
Interagency Coordination	0.522	0.755		
Institutional Capacity	0.485	0.503	0.773	
Public Service Effectiveness	0.548	0.571	0.625	0.773

The diagonal values (in bold) represent the square root of the AVE for each construct, while the off-diagonal values represent the correlations between the constructs. Since the square roots of the AVE are greater than the correlations, the constructs meet the criteria for discriminant validity, indicating that each construct is distinct from the others.

4.3 Structural Model Assessment

The SEM-PLS analysis revealed significant positive relationships between regulatory quality, interagency coordination, institutional capacity, and public service effectiveness in Jakarta. Regulatory quality (β = 0.354, p < 0.01) had a moderate positive impact, indicating that improved regulatory frameworks enhance public service performance, supporting the hypothesis that better regulations lead to more efficient and transparent services. Interagency coordination (β = 0.302, p < 0.05) also positively influenced public service effectiveness, suggesting that improved collaboration between agencies reduces delays and fosters cohesive policy implementation. Institutional capacity (β = 0.417, p < 0.01) had the strongest effect, showing that well-resourced institutions with better management are more likely to deliver effective public services, emphasizing the need to strengthen institutional capacity to meet Jakarta's growing urban demands.

The R^2 value for public service effectiveness was 0.65, indicating that 65% of

the variance in public service effectiveness is explained by the three independent variables: regulatory quality, interagency coordination, and institutional capacity. This high R^2 value suggests that the governance factors studied in this research play a crucial role in determining the effectiveness of public services in Jakarta.

Discussion

The results of this study provide valuable insights into how governance factors such as regulatory quality, interagency coordination, and institutional capacity influence the effectiveness of public services in Jakarta. These findings align with previous research that emphasizes the importance of good governance practices in improving public sector performance [24], [26], [27].

The positive and significant relationship between regulatory quality and public service effectiveness confirms that well-designed and properly enforced regulations are essential for improving service delivery. In the context of Jakarta, where regulatory frameworks are often complex and fragmented, this finding underscores the need for reforms aimed at simplifying and clarifying regulations. Enhancing regulatory quality would reduce inefficiencies, ensure accountability, and foster a more conducive environment for effective service delivery. The government of Jakarta should prioritize the development of clear, consistent, and enforceable regulations to streamline public service processes.

The significant effect of interagency coordination on public service effectiveness highlights the importance of collaboration between different government bodies in delivering services. In Jakarta, where multiple agencies are often involved in providing public services, better coordination can prevent overlaps, reduce delays, and ensure that resources are used efficiently. The findings suggest that policies aimed at fostering interagency collaboration, such as joint task forces, centralized communication systems, and shared objectives, could significantly improve the quality and timeliness of public services. This supports the literature suggesting that siloed operations often lead to fragmented service delivery [17], [18], [28].

The finding that institutional capacity has the strongest influence on public service effectiveness is consistent with existing research on the role of public sector institutions in service delivery [21], [22], [29], [30]. Institutions with higher capacity—those that have adequate resources, skilled personnel, and robust management systems—are better equipped to deliver high-quality services. In Jakarta, improving institutional capacity is critical to addressing the challenges of urban governance, such as population growth and increasing demand for services. Investment in human resources, technology, and institutional infrastructure can significantly enhance public service performance. These improvements would enable institutions to be more responsive, adaptable, and efficient in meeting the needs of citizens.

4.4 Practical Implications

The findings of this study have several practical implications for policymakers and public service managers in Jakarta. By focusing on improving regulatory quality, fostering interagency coordination, and strengthening institutional capacity, the government can enhance the effectiveness of public services, leading to higher citizen satisfaction and better governance outcomes.

Specifically, the following recommendations are proposed:

1. Regulatory reforms should focus on simplifying and clarifying existing regulations to eliminate bureaucratic inefficiencies and promote accountability.
2. Interagency coordination mechanisms should be developed to encourage collaboration between government bodies, such as establishing a central coordinating agency or implementing cross-agency communication platforms.
3. Institutional capacity-building initiatives should be prioritized, particularly in the areas of human resources development, technological integration, and financial management, to ensure that public institutions have the necessary tools and expertise to deliver high-quality services.

5. CONCLUSION

This study concludes that regulatory quality, interagency coordination, and institutional capacity significantly impact the effectiveness of public services in Jakarta, with institutional capacity playing the most critical role in ensuring efficient service delivery. The findings highlight the importance of well-resourced and managed public institutions, while also underscoring the necessity of strong regulatory frameworks and interagency coordination to ensure transparent, timely services with minimal bureaucratic delays. To improve public service outcomes, Jakarta's government should focus on clarifying and enforcing regulations, enhancing coordination mechanisms between agencies, and investing in capacity-building initiatives for public institutions. These reforms can collectively improve service effectiveness, increase citizen satisfaction, and strengthen overall governance. Future research could explore

additional factors such as political will, digitalization, and public participation in governance processes.

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