

The Implication of Bureaucratic Reform of Public Services on Citizen Trust and Satisfaction: Case Study in Department of Population and Civil Registration Merangin Regency, Jambi Province

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Abstract

This study aims to find to what extent the public services carried out by the Merangin Regency Population and Civil Registration Service give implications for trust and satisfaction to the community. This study uses a quantitative approach. This study uses SMART PLS in analyzing data. The source of this research data comes from 100 respondents from the Merangin community using a questionnaire tool via Google Form. The findings in this study are first, that procedures and accountability have a significant effect on the trust of the citizens of Merangin. Meanwhile, regulations, organizational structure, human resources and technology do not have a significant effect on the trust of the Merangin citizen. Second, that public trust in the Department of Population and Civil Registry Service has a positive effect on citizen satisfaction with public services provided. Third, that regulations, procedures, organizational structures, human resources, technology, and accountability have more influence on citizens than on the government. Meanwhile, citizens' trust in the government has a strong influence on citizens' satisfaction with public services.

Keywords: bureaucracy reform, public service, implication

Abstrak

Penelitian ini bertujuan untuk mengetahui sejauh mana pelayanan publik yang dilakukan oleh Dinas Kependudukan dan Catatan Sipil Kabupaten Merangin berimplikasi pada kepercayaan dan kepuasan kepada masyarakat. Penelitian ini menggunakan pendekatan kuantitatif. Penelitian ini menggunakan SMART PLS dalam menganalisis data. Sumber data penelitian ini berasal dari 100 responden masyarakat Merangin dengan menggunakan alat kuisioner melalui Google Form. Temuan dalam penelitian ini adalah pertama, bahwa prosedur dan akuntabilitas di dinas kependudukan dan catatan sipil Kabupaten Merangin berpengaruh signifikan terhadap kepercayaan masyarakat. Sedangkan regulasi, struktur organisasi, sumber daya manusia dan teknologi tidak berpengaruh signifikan terhadap kepercayaan masyarakat Kabupaten Merangin. Kedua, bahwa kepercayaan masyarakat terhadap Dinas Kependudukan dan Catatan Sipil Kabupaten Merangin berpengaruh positif terhadap kepuasan masyarakat terhadap pelayanan publik yang diberikan. Ketiga, bahwa peraturan, prosedur, struktur organisasi, sumber daya manusia, teknologi, dan akuntabilitas lebih berpengaruh terhadap warga negara daripada pemerintah. Sementara itu, kepercayaan warga terhadap pemerintah berpengaruh kuat terhadap kepuasan warga terhadap pelayanan publik.

Kata kunci: implikasi, pelayanan publik, reformasi birokrasi

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INTRODUCTION

Several countries in the world and regions of Indonesia have implemented public service bureaucratic reforms. Cuba has evolved from the charismatic model of the past to what can be understood as bureaucratic socialism in reform mode bureaucratic (Hoffmann, 2016). Outsourcing of information technology on a large scale in the U.K. public sector. Equality, impartiality, communal good, and public service are values pursued and provided by bureaucratic reform public services management. With the much-needed strengthening of internal capabilities, delivering on public service objectives, and managing external supply, selective outsourcing is proven effective (Cordella & Willcocks, 2010). The One Stop-Integrated Service has been shaped by implementing the bureaucratic Reform of Administration Service Licensing on Institutional Aspects in Bone Regency (Akib & Ihsan, 2017). In the West Java province, bureaucratic Reform has evolved into a practice of power that operates on both brains (through the formation of a system of knowledge) and bodies (through discipline) (Paskarina, 2017). Implementing bureaucratic reforms in the Tegal City Government in the field of accountability in 2018 shows that human resources can work optimally and are competent in completing reports (Munawaroh, Wulandari, Hartomi, Padma, & Aprilia, 2020).

Researchers from various points of view have researched bureaucratic Reform. Exploring bureaucratic Reform from the perspective of public administration, bureaucratic reforms

that have been carried out in several countries are generally related to two dimensions, namely the organizational dimension and the human resources dimension of the apparatus (Haning, 2018). Examines bureaucratic Reform from the point of view of performance appraisal. Assessment using employee work goals has a significant impact on the quality of employee performance. First, as motivation in performance competition, the second is an objective assessment and on target. The third is control over employee behavior and character enhancement for the state civil apparatus (Hayat, 2017).

E-government and bureaucratic Reform are related to implementing good governance and performance, and good governance is related to the account (Jauhari, Basri, & Shabri, 2015). Bureaucratic Reform is an essential part of realizing good power. Good governance emphasizes improving performance quality and eradicating corruption in a directed, systematic and integrated manner (Napir, 2018). The excellent rule requires the involvement of all stakeholders, both in the bureaucracy and in the community, close to the community, and in providing services according to the community's needs (Maryam, 2018).

Implementation of bureaucratic Reform in licensing administration services, from the institutional aspect that licensing services in Bone Regency have been in the form of One-Stop Service; parts of Human Resources that the existing qualifications of employees are not following the needs of the organization, discipline, and responsibility of employees are still

relatively low; aspects of Systems and Procedures that generally permits are completed beyond the specified period, discrimination and inconsistencies (Yusriadi & Misnawati, 2017). Bureaucratic Reform organized a Public Service Mall (MPP). Public Service Mall is an activity or activity of providing public services for goods, services, and administrative services by integrating public service systems and expanding the integrated service functions provided by the Government, both Central and Regional, where services to each other are linked in one location. Or certain buildings combined with other service and economic activities (Umam & Adianto, 2020).

Previous research on public service bureaucratic reform from citizens' perspective, especially public trust and satisfaction with the Government that provides public services, is still very little. So then that this research will complete the knowledge gap, this research focuses on the trust and satisfaction of the community in the administration of public services by the Government. This research will question the extent to which the public services carried out by the Merangin Regency Population and Civil Registration Service give implications for trust and satisfaction to the community?. The final part of this research will conclude and discuss the implications of the policy.

LITERATURE REVIEW

Citizens Trust in Government Concept

Trust in Government is often seen to be related to the effectiveness of Government. At the most extreme, an untrusted government finds that citizens will actively resist the state (Horsburgh, Goldfinch, & Gauld, 2011). In any political system, public trust is generally regarded as an essential factor in promoting good governance. Governments with a higher level of public confidence can operate more efficiently and effectively than those with a lower level of public trust (Zhao & Hu, 2017). Democracies depend on citizens' confidence to function efficiently. Therefore, trust in Government is an essential factor to consider when determining the efficiency with which a government implements its policies (Im, Cho, Porumbescu, & Park, 2014). Transparency, accountability, and ICT-enabled transformation of public administration functions are needed to improve citizen trust in Government (Mahmood, Weerakkody, & Chen, 2020).

Citizens trust in Government is vital if the relationship between citizens and Government is to be strengthened. Therefore, a manager needs to understand better which acts public administration can take with their limited resources to restore citizen trust (Gracia & Casaló Ariño, 2015). In democratic societies, government leaders can encourage stakeholders to be creative and inventive in producing new ideas and tools to improve economic development, transparency, and public involvement by encouraging stakeholders to create new ideas and technologies. Internal and external stakeholders should be informed of the

vision and goals for building public trust in Government. Also, keep an eye on how the Government is doing in terms of economic progress, transparency, and citizen participation (Nakamura & Kim, 2010). Trust in Government reflects individuals' attitudes toward Government based on perceptions of how well elected officials and public organizations meet personal expectations. Specific factors that influence global assessment include social institutions, economic performance, and political processes (Rockers, Kruk, & Laugesen, 2012).

Citizen Satisfaction Concept

According to Nasution M. N. (2001) in (Suandi, 2019), customer satisfaction is a condition where customer needs, wants, and expectations can be fulfilled through a product that is come in. States that customer satisfaction or expectations met were exceeded. As a community-based public service provider, the Government must be accountable and strive to provide the best service to improve public services. On the other hand, community satisfaction assesses public service providers' quality of public services (Yayat, 2017). The primary purpose of public services, namely community satisfaction. Quality indicators services, namely client satisfaction and perceptions, as an example is shown whether there is a complaint or not service users (Febri Nugroho Mujiraharjo, 2013). According to Vigoda Gadot (2006) in (Lanin, 2010), satisfaction is one of the many outcomes, and satisfaction engenders trust in governance and, on a large

scale, citizen welfare. Citizen satisfaction is highly essential to government entities that offer services to their residents. Governments, particularly local governments, devote substantial resources to meeting the needs of their citizens when public services are provided on demand (Park & Blenkinsopp, 2011).

Citizen satisfaction with government services is at an all-time high, and the findings are increasingly being utilized for restructuring services, allocating resources, and holding managers accountable (Van De Walle & Van Ryzin, 2011). The quality of public services depends on the competence and motivation of personnel. Good service can reduce the threat to the quality of service that comes from excessive cost reduction incentives from providers. Have an impact on community satisfaction with public services (Dahlström, Nistotskaya, & Tyrberg, 2018). Citizen satisfaction with government public service represents individuals' attitudes toward Government based on perceptions of how well elected officials and public organizations meet personal expectations. Social structures, economic growth, and political systems are all said to affect the global evaluation (Rockers et al., 2012).

Public Service Indicator

Public service in government is related to several indicators, namely regulations, procedures, organizational structure, human resources, technology and accountability (Yusriadi & Misnawati, 2017). Regulation, the better the existing regulations and the more

implementation of rules in public services, the more significant they will contribute to the performance of the service apparatus and affect public trust (Idris, Amiruddin, 2012). Procedure, permits are completed beyond the period specified according to the SOP. System and Procedure aspects that generally permit are completed beyond the specified period, discrimination and inconsistencies exist. This procedure dramatically affects public trust in public services (Yusriadi & Misnawati, 2017). Organizational structure, The organizational structure affects the performance of employees in performing public services. This is a very significant influence on the trust of the people who get services. Therefore, poor public service performance can be caused by several factors, namely the system and organizational structure (Hayat, 2017). Human resources have become very influential in public services to create public trust (Yahya, Hakim, Ribawanto, & Hadi, 2014). The dimensions of the human resources of the apparatus include knowledge, skills, attitudes, behavior, mindset, discipline, integrity, performance (Haning, 2018).

In addition, quality services are indicated by the professionalism of human resources so that the performance of public services will increase (Hadian, 2015). Technology, The most apparent indicator of government performance is public service. The general population can evaluate the Government's performance directly based on the services they get. As a result, incorporating technology innovation into public services can boost efficiency and boost public confidence (Kurniawan, 2017).

Accountability, local governments must be held accountable and transparent to achieve successful regional governance. Accountability for honesty and legal responsibility, process accountability, program accountability, and police accountability. Government agencies apply this for public services as a goal of public trust (Munawaroh et al., 2020).

METHOD

This research uses quantitative methods, so the data collection technique uses a questionnaire. This study applied a self-managed organized questionnaire for the collection of primary data as a research instrument. This study took public services managed by the department of population and civil registration Merangin Regency. The people in this study are all the people of Merangin Regency who experience public services in the Department of Population and Civil Registration. Sampling in this study using the Slovin formula. According to the Slovin formula, respondents in the Merangin Regency community were 100. Purposive sampling, as a form of non-probability sampling, was used in this research. The main goal of the sampling was to focus on selecting respondents with particular characteristics. In this study, respondents felt the public service organized by the Department of Population and Civil Registration Merangin Regency. Based on a theoretical framework, the integration of indicators into probable aspects of each variable was developed.

The data measurement in this study uses a Likert scale to determine the response to the respondents' actual experiences, namely one strongly disagree, two disagree, three neutral, four agree, and five strongly agree. In addition, this study establishes indicators of regulation, procedure, organizational structure, human resources, technology, accountability, and citizens' trust in Government. This study uses SMART PLS in analyzing

data. SMART PLS in this study to calculate the validity and reliability and test the regression and hypotheses. Structural Equation Modeling using the software SMART PLS, the program mentioned uses Partial Least Squares (Ringle, Christian, Dirceu da Silva, 2015).

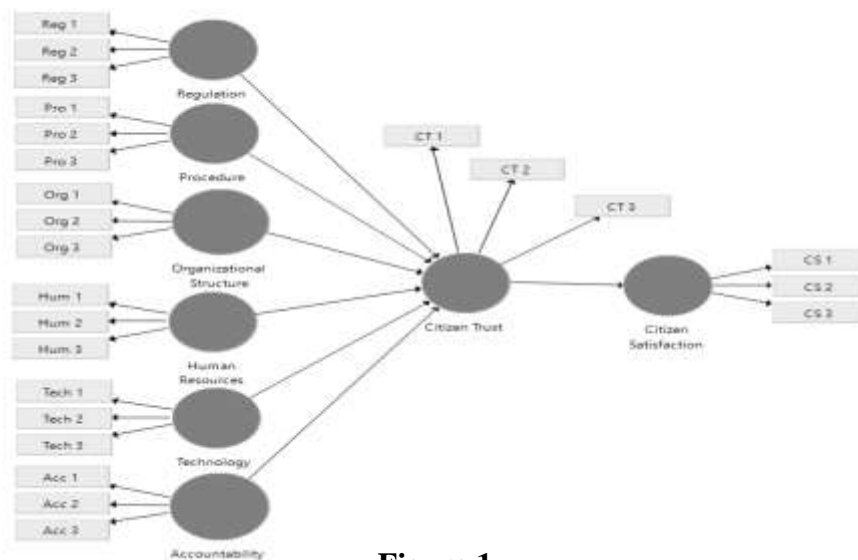


Figure 1.
Research Model

Based on the explanation and research model in Figure 1, the hypotheses that can be proposed are:

H1. Regulation influences intention to citizens trust in Government positive and significant.

H2. Procedure influences intention to citizens trust in Government positive and significant.

H3. Organizational structure influences intention to citizens trust in Government positive and significant.

H4. Human Resources influences intention to citizens trust in Government positive and significant.

H5. Technology influences intention to citizens trust in Government positive and significant.

H6. Accountability influences intention to citizens trust in Government positive and significant.

H7. Citizens trust in government influences intention to Citizens satisfaction with public services positive and significant.

RESULTS AND DISCUSSION

Demographic Profile of Respondents

Table 1 shows the profile of respondents from this research. Based on a survey conducted by researchers on the community in Merangin district, it was found that there were 100 respondents with more male

compositions than female. The explanation is B.S. stands for primary school, JHS stands for junior high school, SHS stands for senior high school, and U.G. stands for undergraduate.

Table 1.
Profile of respondents

Gender	Respondents	Age	Respondents	Education	Respondents
Male	63	Age under 18 years	1	BS	7
Female	37	Age under 18 years	99	JHS	22
				SHS	47
				UG	23

Table 1 shows the demographic profile of the respondents. Most respondents (63) were male, while the remainder (37) were female. The majority of respondents aged over 18 years were 99 people, while others were under 18 years old as many as one person. This is explained because public services at the district population and civil registry offices are related to population administration. Then people who receive services at the age of 18 years and over are required to have an identity card. Respondents who graduated from primary school as many

as seven people, junior high school as many as 22 people, senior high school as many as 47 people, and undergraduate as many as 23 people.

Means, Standard Deviations, and Cronbach's Alpha

Cronbach alpha, also known as coefficient alpha from now on denoted by C, has been widely used to measure internal consistency and reliability (Heo, Kim, & Faith, 2015). Table 2 shows Cronbach's alpha results from using SMART PLS in analyzing data.

Table 2.
Means, standard deviations, and Cronbach's alpha (n = 100)

No	Variable	Mean	Standard deviations	Cronbach's alpha
1	Regulation	3.230	1.441	0.870
2	Procedure	3.313	1.393	0.890
3	Organizational Structure	3.467	1.360	0.859
4	Human Resources	3.607	1.326	0.895
5	Technology	3.620	1.382	0.906
6	Accountability	3.647	1.324	0.898
7	Citizens trust	3.510	1.411	0.905
8	Citizens Satisfaction	3.453	1.412	0.921

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Table 2 shows that Cronbach's alpha defends measures of an internal consistency model. When Cronbach's alpha value is 0.70 or higher, it implies that indicators of constructs were reliable. The table 2 shows a high degree of reliability across all models (regulation = 0.870, procedure = 0.890, organizational structure = 0.859, human resources = 0.895, technology = 0.906, accountability = 0.898, citizens trust = 0.947 and citizens satisfaction). This shows that all indicators used, namely regulations, procedures, organizational structures, accountability, citizen trust, and citizen satisfaction, have high validity to be relied on.

Validated Research Model

Researchers propose a model to test the data consisting of the constructs: Regulations, Procedures, Organizational Structure, Human Resources,

Technology, and Accountability perceived, which can directly affect Citizen Trust or serve as a mediating variable to influence Citizen Satisfaction. The quality of the measurement model is determined based on its validity and reliability by considering the values: Convergent Validity and Discriminant Validity which can be seen from the score results from the outer model, namely the Average value. Variance Extracted (AVE) and outer loading, with a note that it must be greater than 0.5 to be considered valid (Figure 2 & Table 2), and Cronbach's Alpha and Composite Reliability values, respectively, which must be more than 0.60 and 0.70, to be said to be reliable (Table 2) (Abd. Rasyid & Pribadi, 2021). Figure 2 shows the results of hypothesis testing. Again, the hypotheses were endorsed when the p-value was below 0.05.

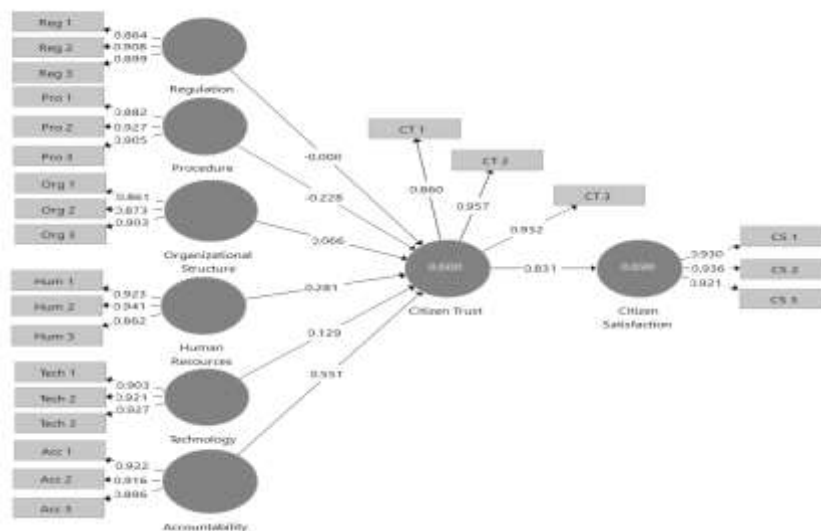


Figure 2.
Hypotheses Testing

Figure 2 shows hypothesis H1, which states that regulation positively and significantly affects citizen trust, is rejected (p-value = 0.997). Hypothesis

H2, which states that the procedure affects citizen trust, is supported (p-value = 0.050). Hypothesis H3, which states that organizational structure

affects citizen trust in Government, is rejected (p-value = 0.659). Hypothesis H4, which states that human resources in public services affect citizen trust in Government, is rejected (0.061). Hypothesis H5, which states that technology influences intention citizens trust in Government positive and significant, is rejected (p-value = 0.518). Hypothesis H6 states that accountability affects citizen trust in Government, supported (p-value = 0.001).

Figure 2 informs about the validity of the indicators that have been established to be questionnaires. For example, a hand was valid if the value was more significant than 0.5 (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Figure 2 displays all of those values above 0.5, indicating that all indicators were valid. Figure 2 also shows the results of hypothesis testing. The hypotheses were endorsed when the p-value was below 0.05 (Henseler, Ringle, & Sinkovics, 2009).

Figure 2 shows hypothesis H1, this can be interpreted that the less rule in public services at the Department of Population and Civil Registration Merangin Regency, citizen trust in Government has not changed. This finding refutes the theory of (Idris, Amiruddin, 2012), which states that regulation is very influential in public services to raise public trust. Regulations in public services are scattered in many sectoral regulations. However, because the standards used are different, public services in Indonesia are in an uncontrollable condition (Larasati, 2013). Public service regulations that are responsive to the community will be able to solve

various problems governing procedures, costing, and complaints mechanisms and the establishment of service facilities, which therefore need to be considered by officials set out in public service regulatory policies (Larasati, 2013).

Hypothesis H2, this can be interpreted that the ease of procedure of public services at the Department of Population and Civil Registry of Merangin Regency makes citizen trust in Government more positive. This finding supports the theory of (Yusriadi & Misnawati, 2017) that this procedure dramatically affects public confidence in public services. Ease in the stages of public service procedures is indeed an important thing. The ease of service procedures provided to the community in terms of the simplicity of the service flow.

Minimum service standards are a public policy that regulates the type and quality of basic services that every stakeholder is entitled to obtain at a minimum. For Minimum Service Standards at the vertical office of the Directorate General of Treasury based on the decision of the Directorate General of Treasury No.KEP-222/PB/2012 includes the type of service, scope of activities, stakeholders, and SPM indicators (as benchmarks). then, based on Law Number 25 of 2009 concerning public services, one of the components of public service standards is the System, Mechanisms and Procedures. The form of public services provided by a government agency must have a clear system, an implementation mechanism that is easily implemented by the entire community and must have procedures.

Hypothesis H3, This explains that the organizational structure at the Department of Population and Civil Registry of Merangin Regency does not change citizen trust in Government in public services. This finding refutes the theory of (Hayat, 2017) which states that the organizational structure affects the performance of employees in performing public services. This is a very significant influence on the trust of the people who get services. Even though the organizational structure has a vital role in government service. Organizational structure is the arrangement of the system of relationships between leadership positions in the organization. This is the result of consideration and awareness of the importance of planning to determine each member of the organization (Budiasih, 2012). The big challenge faced by the bureaucracy is how they are able to carry out their activities efficiently and effectively. Therefore, so far bureaucracy has been identified with convoluted performance, organizational structures and institutions that are too large, full of collusion, corruption and nepotism, and there are no definite standards. A number of bureaucratic problems become a very significant obstacle in the context of realizing bureaucratic reform (Cordella & Tempini, 2015).

Hypothesis H4, This proves that the less human resources, citizen trust in government have not changed. This finding refutes the theory of (Yahya et al., 2014; Haning, 2018; Hadian, 2015), human resources become very influential in public services to create public trust. Human resources in government agencies are usually

concerned because they are related to achieving a government implementation process. Human resources become a support in the duties and functions even as an asset for an agency organization. But on the other hand, these findings strengthen the results of research from (Zhang & Kim, 2018), that human resources in the context of corruption, that corruption convictions do not exert an immediate effect on public trust in government, when the influence of various political and socioeconomic factors is controlled. However, corruption convictions may help government regain trust after 3 or 4 years. This result showed the way in which the public may actually react to corruption convictions: Citizens do not perceive simply that the government is becoming more corrupt when they see more public employees being prosecuted and punished for corruption, but they may recognize government anticorruption efforts gradually and thus develop more positive perceptions about government performan.

Hypothesis H5, Tthis can be interpreted that the application of technology in public services at the Department of Population and Civil Registration of Merangin Regency does not change citizen trust in Government. This finding refutes the theory of (Kurniawan, 2017), public service is the most visible measure of government performance. The public can directly assess the Government's performance based on the services it receives. Therefore, the application of technological innovation in public services can improve performance and encourage public trust. The use of technology in government agencies can

support decision-making. Then technology also allows work in government agencies, including public services, to be completed quickly, accurately, and efficiently. Government services have been impressed by the rigid bureaucracy. The application of technology, in this case, is called e-government to be more flexible and more user satisfaction oriented. E-government offers public services that can be accessed quickly, anytime, and anywhere the user is located. E-government also allows public services to be more efficient because services do not have face-to-face communication (Rokhman, 2011).

The success adoption of e-government contingent upon citizens' trust and their willingness to use it, little consideration has been paid to explore the adoption of e-government from citizens' trust perspective. Also, it is important to involve citizens in the development processes of e-government by soliciting their feedback. When users are involved in the development process and constantly asked how to improve the system and process, their level of satisfaction will be increased (Alzaharani, Al-Karaghoul, & Weerakkody, 2017). The effects of e-government on citizens trust in government are unclear. The strength of e-government's influence decreases with more frequent use of information coming from government websites. Implications for effective practice are discussed. the more informed on a topic a citizen considers themselves to be, the less impact the use of e-government will have on their perceptions of public sector performance and trustworthiness (Porumbescu, 2016).

Hypothesis H6, This means that accountability in public services at the Department of Population and Civil Registration of Merangin Regency makes citizen trust in Government more positive. This supports the theory of (Munawaroh et al., 2020), which conveys Accountability and Transparency in the local governments to realize good governance in the regions. Responsibility for honesty and legal accountability, process accountability, program accountability, and policy accountability. Government agencies apply this for public services as a goal of public trust. Accountability has indeed become critical to support the quality of the performance of local government agencies. The performance of government agencies is the achievement of activities, programs, or policies in realizing the organization's vision and mission. The performance of government agencies is good if the local Government can implement good governance and accountability optimally (Nurlaela, 2015). Accountability can be interpreted as easy access to information related to the functions and performance of the agency/organization (Aprizal & Purba, 2013). Accountability in public services has a strong influence on citizen trust, which is interesting because governance is the main factor. The most important factor in public service is trust to public places in government. Good governance practices, namely, perceived responsiveness, perceived transparency, and perceived accountability, are positively related to trust in government directly (Mansoor, 2021).

Hypothesis H7, This means that citizen trust in public services at the Department of Population and Civil Registry of Merangin Regency creates citizen satisfaction. This supports the theory of (Im et al., 2014; Gracia & Casaló Ariño, 2015), citizens' trust in Government is vital if the relationship between citizens and Government is strengthened. Therefore, there is a managerial need to understand better which acts public administration can take with their limited resources to restore citizen satisfaction. This also strengthens the research findings of (Oh & Hong, 2012), that there is a positive relationship between citizen and government trust in willingness or compliance. Public projects can be hindered by existing mistrust of government. Citizens' dissatisfaction with governmental services may provoke various responses. Hirschman (1970) explains that when individuals are dissatisfied with a certain product, they might choose either the voice option, meaning they will demand better outcomes, or use the exit option and simply leave the firm. The choice between the two options depends on the degree of loyalty to the firm. As the degree of loyalty increases, the chance that the voice option will be chosen also increases, and vice versa (Cohen, Mizrahi, & Vigoda-Gadot, 2022). Transparency is now proposed as the solution to one of the most intangible problems of democratic governance: citizens' increasing mistrust of government. Transparency is considered a key value for trustworthy governments. However, the effect of transparency on citizens' trust across national cultures is overlooked in

current (Grimmelikhuijsen, Porumbescu, Hong, & Im, 2013).

Moreover, Figure 2 displays the results of regression analysis. The regression analysis revealed the degree of impact of the variables classified at three R-square scales, namely 19% - 33% low (weak), >33% - 67% moderate, and >67% strong (substantial) (Hair Jr et al., 2016). The findings of the regression analysis are shown in figure 2. First, the effect of regulation, procedure, organizational structure, human resource, technology, and accountability on citizen trust in Government is 60%. Second, the influence of citizen trust in Government on citizen satisfaction with public service is 69%. This shows the effect of the independent variable on the dependent variable being. Figure 2 also informs about the validity of the indicators that have been established to be questionnaires.

CONCLUSION

The conclusions of this study are; first, p-values of 0.050 and 0.001 indicate that the effect of procedure and accountability on citizen trust in Government is positive and significant. Meanwhile, p-values of 0.997, 0.659, 0.061, and 0.518 indicate that regulation, organizational structure, human resources, and technology have no positive and significant effect on citizens than in Government. Second, the p-value of 0.000 shows that citizen trust in Government has a positive and significant impact on citizen satisfaction with public service. Third, R-square = 0.600 indicates that regulation, procedure, organizational structure,

human resources, technology, and accountability have a moderate effect on citizens than in Government. Meanwhile, R-square = 0.690 indicates that citizen trust in Government has a strong influence on citizen satisfaction with public service.

The theoretical implication of this research is to add perspective to the theory of bureaucratic reform. Then, the practical implications of this research, firstly, the leadership of the district population and civil registry office tries to make regulations that are following the needs of public services. Second, both organizational structures in the people and civil registry offices must be rearranged to improve public services and public trust. Third, the district and civil registry offices must also provide further training to employees to enhance their human resources. Fourth, technological innovation for public services must be improved to provide good service to the community.

The limitation in this research is the number of respondents, which is only 100 people, then there is also a case study that only has one agency. Therefore, further research is recommended to add research respondents and add case studies of several offices in one regency or different regency. It aims to obtain more complete and precise data.

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