

Evaluating Bureaucratic Simplification: Effects on Public Service Quality in Lampung Province, Indonesia

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Abstract: Bureaucratic simplification represents a strategic government effort to enhance organizational effectiveness and public service quality. This study analyzes the influence of bureaucratic simplification policy implementation on public service quality at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Lampung Province, Indonesia. Using a quantitative survey design, data were collected from 150 service recipients selected through random sampling. Policy implementation was measured through Mazmanian and Sabatier's (1983) framework (tractability of problems, ability of statute to structure implementation, and nonstatutory variables), while service quality was measured using the five-dimensional SERVQUAL model (tangibles, reliability, responsiveness, assurance, empathy). Due to non-normal distribution of independent variables, Spearman Rank Correlation was employed. Results indicate that all three implementation dimensions significantly and positively influence service quality: tractability of problems ($r = 0.329$, $p < 0.01$), ability of statute to structure implementation ($r = 0.418$, $p < 0.01$), and nonstatutory variables ($r = 0.396$, $p < 0.01$), with total implementation showing $r = 0.417$ ($p < 0.01$). The regulatory framework dimension emerged as the strongest determinant of service quality improvement. The study contributes to bureaucratic reform literature by empirically testing the Mazmanian-Sabatier framework in a regional one-stop service context. Limitations include cross-sectional design and single-agency focus. Findings suggest that strengthening regulatory clarity and coordination mechanisms should be prioritized in bureaucratic simplification efforts.

Keywords: Bureaucratic Reform, Bureaucratic Simplification, Policy Implementation, Public Service Quality

A. Introduction

Bureaucratic reform has become a central agenda in Indonesian public administration, particularly in achieving the Indonesia Emas 2045 vision that emphasizes clean, effective, and competitive governance. Public bureaucracy plays a strategic role in supporting governmental effectiveness and national development; however, Indonesian bureaucracy frequently faces challenges of complexity and inefficiency that hinder public service quality (Abdullah, 2023). These conditions compelled the

government to launch bureaucratic simplification as one of five national priorities under President Joko Widodo's administration (2019–2024), embedded in the National Medium-Term Development Plan (RPJMN) 2020–2024.

Bureaucratic simplification is widely recognized as a tool for improving organizational performance and service delivery. Previous studies have documented the relationship between administrative reform and governance outcomes in various contexts (Hayat, 2017, 2020; Maryam, 2017). Research on bureaucratic simplification in Indonesia has primarily focused on structural and internal organizational dimensions (Amantha, 2024; Setiawan et al., 2022), with limited attention to its direct impact on public service quality as perceived by service recipients.

The state of the art in this domain reveals a growing body of literature connecting policy implementation frameworks with service quality measurement. Mazmanian and Sabatier's (1983) framework has been applied to analyze various policy implementations (Pratiwi & Kriswibowo, 2022; Zilda et al., 2022), while the SERVQUAL model (Parasuraman et al., 1988) remains the dominant instrument for measuring public service quality (Hanindya & Astuti, 2023; Ramadan et al., 2023). However, combining both frameworks to examine the impact of bureaucratic simplification on service quality in a regional one-stop service agency context represents a gap in existing scholarship.

The novelty of this study lies in its quantitative operationalization of Mazmanian and Sabatier's implementation framework as an independent variable to predict SERVQUAL-measured service quality, specifically within the context of Indonesia's bureaucratic simplification policy at the regional government level. This approach provides a methodologically rigorous bridge between policy implementation theory and service quality measurement that has not been previously explored in the context of DPMPSTP.

This study contributes theoretically to result-based bureaucratic reform scholarship and practically serves as an evidence base for policy evaluation and formulation at the regional government level. Understanding which dimensions of implementation most strongly influence service quality enables policymakers to allocate reform efforts more effectively.

Based on this background, this study addresses the following research questions: (1) Does tractability of the problems (X1) significantly influence public service quality at DPMPSTP Lampung Province? (2) Does ability of the statute to structure implementation (X2) significantly influence public service quality? (3) Do nonstatutory variables affecting implementation (X3) significantly influence public service quality? (4) Does overall bureaucratic simplification policy implementation significantly influence public service quality? This study tests the following hypotheses:

- H₁: Tractability of problems (X1) has a positive and significant influence on public service quality.
- H₂: Ability of the statute to structure implementation (X2) has a positive and significant influence on public service quality.
- H₃: Nonstatutory variables affecting implementation (X3) have a positive and significant influence on public service quality.
- H₄: Overall bureaucratic simplification policy implementation (X) has a positive and significant influence on public service quality.

B. Methods

This study employed a quantitative approach with a cross-sectional survey design (Creswell & Creswell, 2014). The research was conducted at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Lampung Province from January to March 2026. The study population consisted of 152 service recipients who accessed DPMPTSP services during the data collection period. A sample of 150 respondents was determined using the Slovin formula with a 0.01 tolerance level (Sugiyono, 2019). Participants were selected through simple random sampling with a lottery technique to ensure equal probability of selection. Respondent characteristics showed that 64.7% were male and 35.3% female; 50.0% held bachelor's degrees, 28.0% completed senior high school, and 14.7% held diploma degrees; and 32.7% worked in the private sector, 24.7% as traders, and 18.7% as laborers.

Data were collected using two structured questionnaire instruments. Questionnaire B measured bureaucratic simplification policy implementation (independent variable) through 15 Likert-scale items (1-5) distributed across three sub-variables based on the Mazmanian and Sabatier (1983) framework: tractability of the problems (X1, 5 items), ability of the statute to structure implementation (X2, 5 items), and nonstatutory variables affecting implementation (X3, 5 items). Questionnaire C measured public service quality (dependent variable) through 25 Likert-scale items (1-5) based on the SERVQUAL model (Parasuraman et al., 1988), covering tangibles, reliability, responsiveness, assurance, and empathy (5 items each).

Instrument validity was assessed through Pearson Product Moment correlation with 30 pilot respondents, using a threshold of $r \geq 0.361$ ($n = 30$, $\alpha = 0.05$) following Sugiyono (2019). All 40 items across both questionnaires met this criterion. Instrument reliability was assessed using Cronbach's Alpha, with both instruments exceeding the minimum acceptable threshold of 0.6 (Hair et al., 2010).

Data analysis proceeded through three stages. First, normality testing was conducted using Kolmogorov-Smirnov and Shapiro-Wilk tests in SPSS v.26 (Pallant, 2020). Because all independent variables (X, X1, X2, X3) showed non-normal distribution (Sig. < 0.05), Spearman Rank Correlation was employed for bivariate analysis as the appropriate nonparametric alternative (Siegel & Castellan, 1988). Second, univariate

analysis included descriptive statistics (mean, median, standard deviation, minimum, maximum) for all variables. Third, correlation strength was interpreted using Colton's criteria (as cited in Riyanto, 2011): 0.00–0.25 (weak), 0.26–0.50 (moderate), 0.51–0.75 (strong), and 0.76–1.00 (very strong).

C. Results and Discussion

Normality Test

Prior to bivariate analysis, the normality of all variables was assessed using the Kolmogorov–Smirnov (K–S) and Shapiro–Wilk (S–W) tests. As shown in Table 1, all independent variables (X, X1, X2, X3) yielded significance values below 0.05, confirming non-normal distribution. The dependent variable (Y) was normally distributed (K–S Sig. = 0.064; S–W Sig. = 0.091). Given the non-normality of independent variables, Spearman Rank Correlation was selected as the appropriate nonparametric test.

Table 1. Normality Test Results (Kolmogorov–Smirnov and Shapiro–Wilk)

Variable	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X1 - Tractability of Problems	0.162	150	0.000*	0.886	150	0.000*
X2 - Ability of Statute	0.153	150	0.000*	0.898	150	0.000*
X3 - Non-statutory Variables	0.167	150	0.000*	0.891	150	0.000*
X - Total Implementation	0.150	150	0.000*	0.894	150	0.000*
Y - Service Quality	0.068	150	0.064	0.981	150	0.091

*Note: * $p < 0.05$. Source: Primary data processed via SPSS (2026)*

Descriptive Statistics of Policy Implementation Variables

Table 2 presents the descriptive statistics for all policy implementation sub-variables. The nonstatutory variables dimension (X3) obtained the highest mean score (M = 21.74, SD = 2.713), followed by ability of the statute to structure implementation (X2, M = 21.43, SD = 2.881), and tractability of the problems (X1, M = 21.27, SD = 2.825). All sub-variables yielded per-item means exceeding 4.00 on the 5-point Likert scale, indicating that respondents assessed the implementation of bureaucratic simplification policy at DPMPSTP Lampung Province as generally good.

Table 2. Descriptive Statistics of Bureaucratic Simplification Policy Implementation Variables

Variable / Dimension	N	Min	Max	Mean	Std. Dev.	Mean/Item
X1 - Tractability of Problems	150	12	25	21.27	2.825	4.25
X2 - Ability of Statute	150	12	25	21.43	2.881	4.29
X3 - Nonstatutory Variables	150	13	25	21.74	2.713	4.35
X - Total Implementation	150	40	75	64.44	7.746	4.30

Source: Primary data processed via SPSS (2026)

The negative skewness values across all independent variables (-1.090 for total X; -0.982 for X1; -0.801 for X2; -0.923 for X3) indicate that the majority of respondents provided above-average assessments, reflecting strong public acceptance of the policy implementation at DPMPTSP.

Descriptive Statistics of Public Service Quality

Public service quality as measured through the SERVQUAL instrument yielded a total mean score of 103.23 out of a maximum of 125 (per-item mean = 4.13). As presented in Table 3, the empathy dimension received the highest rating (M = 21.15, per-item M = 4.23), followed by assurance (M = 21.10, per-item M = 4.22). The tangibles dimension scored lowest (M = 20.07, per-item M = 4.01), though still above 4.00 on the 5-point scale. This finding is consistent with the official Community Satisfaction Index (IKM) of 87.27 (Good category) recorded by DPMPTSP in 2024, confirming convergent validity across measurement approaches.

Table 3. Descriptive Statistics of Public Service Quality (SERVQUAL)

SERVQUAL Dimension	N	Mean	Median	Std. Dev.	Mean/Item
Tangibles	150	20.07	20.00	2.686	4.01
Reliability	150	20.46	20.00	2.603	4.09
Responsiveness	150	20.44	21.00	2.721	4.09
Assurance	150	21.10	21.00	2.454	4.22
Empathy	150	21.15	21.00	2.629	4.23
Total Service Quality (Y)	150	103.23	103.00	10.209	4.13

Source: Primary data processed via SPSS (2026)

Spearman Rank Correlation Results

Table 4 summarizes the results of the Spearman Rank Correlation analysis. All four correlation coefficients were statistically significant at the 0.01 level (two-tailed), supporting hypotheses H₁ through H₄.

**Table 4. Spearman Rank Correlation Results:
 Policy Implementation and Service Quality**

Relationship Tested	r (Spearman)	Sig.	Correlation Strength	Hypothesis	Decision
X1 → Y (Tractability of Problems)	0.329	0.000	Moderate	H ₁	Accepted
X2 → Y (Ability of Statute)	0.418	0.000	Moderate	H ₂	Accepted
X3 → Y (Nonstatutory Variables)	0.396	0.000	Moderate	H ₃	Accepted
X → Y (Total Implementation)	0.417	0.000	Moderate	H ₄	Accepted (Significant)

Note: All correlations significant at $p < 0.01$ (two-tailed). Correlation strength criteria follow Colton (as cited in Riyanto, 2011). Source: Primary data processed via SPSS (2026)

The results show that all three sub-variables of bureaucratic simplification policy implementation positively and significantly correlate with public service quality. The ability of the statute to structure implementation (X2) emerged as the strongest predictor ($r = 0.418$), followed by nonstatutory variables (X3, $r = 0.396$), and tractability of the problems (X1, $r = 0.329$). Total policy implementation showed a correlation of $r = 0.417$ with service quality.

Effect of Tractability of Problems (X1) on Public Service Quality

Tractability of the problems (X1) demonstrated a significant positive correlation with public service quality ($r = 0.329$, $p < 0.01$), supporting H₁. This moderate correlation indicates that simplification of bureaucratic procedures and technical dimensions of the policy problem constructively contributed to service quality improvements. The finding aligns with Mazmanian and Sabatier's (1983) theoretical assertion that tractability is the first cluster of variables determining policy implementation success the more tractable the problem being addressed, the greater the probability of achieving desired outputs.

This result is consistent with Zilda et al. (2022), who found that effective public services in the e-Samsat program were significantly shaped by policy designs capable of accurately identifying problems and providing operationalizable solutions. Similarly, Amantha (2024) identified that tractability particularly regarding procedural complexity after position transfers was the primary challenge in Lampung Province's bureaucratic simplification, requiring more operational technical guidelines. Setiawan et al. (2022) noted comparable challenges at the Ministry of State Apparatus Empowerment and Bureaucratic Reform, where clarity of policy objectives and institutional capacity for managing change were critical implementation factors.

The moderate rather than strong correlation is explained by the multi-dimensional nature of service quality, which is influenced not only by procedural simplification but also by individual apparatus competence, technology infrastructure, and

subjective user expectations (Gunawan, 2024). Additionally, bureaucratic simplification was still in its transitional phase at the time of data collection, meaning that its full impact on procedural ease had not yet materialized. The lowest-scoring item within X1 pertained to the speed and ease of problem resolution during service delivery, signaling that operational-level simplification requires further attention beyond structural reorganization.

The theoretical relevance of this finding extends to the broader literature on governance quality. Hayat (2017, 2020) established that bureaucratic reform effectiveness is contingent upon operationalized procedural improvements that citizens can directly experience a conclusion corroborated by the positive but moderate X1 coefficient in this study. Nurmandi et al. (2021) further demonstrated that service quality in local government contexts depends heavily on the translation of policy frameworks into tangible process improvements, which remains a work in progress at DPMPTSP.

Effect of Ability of Statute to Structure Implementation (X2) on Public Service Quality

The ability of the statute to structure implementation (X2) exhibited the strongest correlation with public service quality among all sub-variables ($r = 0.418$, $p < 0.01$), supporting H₂. This finding confirms Mazmanian and Sabatier's (1983) theoretical proposition that clarity and consistency of policy goals, supported by strong legal foundations and adequate coordination mechanisms, constitute the most fundamental prerequisites for successful implementation that translates into quality service outputs.

The comprehensive regulatory architecture spanning PermenPANRB No. 17/2021 on position equalization, PermenPANRB No. 25/2021 on organizational structure simplification, and the Governor of Lampung's Decree No. 821.29/840/VI.04/2021 provided aparatur with clear implementation guidelines, enabling more consistent and accountable service delivery. This finding is supported by Adekamwa et al. (2024), whose systematic literature review identified regulatory framework clarity and coordination mechanisms as the most decisive factors for service quality improvement in the context of Indonesian bureaucratic reform.

Ramadan et al. (2023), studying public service policy implementation at DPMPTSP Pringsewu Regency using the Mazmanian-Sabatier framework, similarly found that policy capability and coordination mechanisms were the primary determinants of service delivery success, while environmental variables played a supporting role. The ordering X2 ($r = 0.418$) > X3 ($r = 0.396$) > X1 ($r = 0.329$) is precisely replicated in the present study, lending cross-contextual validity to the Mazmanian-Sabatier framework's predictive hierarchy in Indonesian one-stop service settings.

However, the moderate correlation strength suggests that regulatory clarity alone is insufficient; effective team coordination mechanisms and systematic workload distribution among functional position holders remain areas requiring ongoing evaluation. The lowest-scoring item within X2 concerned consistency of service delivery in accordance with applicable guidelines and regulations, indicating a gap between formal regulatory frameworks and field-level implementation practices a tension frequently observed in bureaucratic reform transitions (Fadillah et al., 2024; Sopiawati, 2024).

Effect of Nonstatutory Variables (X3) on Public Service Quality

Nonstatutory variables affecting implementation (X3) showed a significant positive correlation with public service quality ($r = 0.396$, $p < 0.01$), supporting H_3 . Despite ranking second among the three sub-variables in correlation strength, X3 obtained the highest mean score ($M = 21.74$), indicating that the environmental conditions surrounding policy implementation at DPMPTSP were perceived most favorably by respondents.

This finding aligns with Mazmanian and Sabatier's (1983) argument that nonstatutory variables encompassing socioeconomic conditions, public support, and political stability critically shape the quality of policy outputs even when beyond the direct control of policy designers. The thriving economic and investment activities in Lampung Province created genuine demand for efficient licensing services, fostering a conducive ecosystem for bureaucratic simplification. Nugraha et al. (2024) similarly found that organizational leadership commitment and a supportive work climate were equally important to policy design quality in functional position equalization implementation.

Arman et al. (2025) documented that the quality of labor service delivery was substantially influenced by the socioeconomic profile of service users. Izzaturrahmah et al. (2025) further demonstrated that good governance outcomes are significantly shaped by public trust and external stakeholder engagement, which are core nonstatutory variables. Sudrajat et al. (2025) reinforced this finding, showing that effective local government service quality is contingent upon supportive environmental conditions including political stability and community engagement.

The lowest-scoring item within X3 addressed whether socioeconomic and cultural conditions hindered policy implementation, suggesting that certain population segments still face contextual barriers to accessing licensing services. This finding is consistent with Rohayatin et al. (2018), who identified socioeconomic disparities as a persistent factor limiting optimal public service delivery in Indonesian regional governments.

Overall Impact of Bureaucratic Simplification on Service Quality

The total implementation of bureaucratic simplification policy (X) demonstrated a significant positive correlation with public service quality ($r = 0.417$, $p < 0.01$), with moderate strength. The coefficient of determination ($r^2 = 0.174$) indicates that total implementation accounts for approximately 17.4% of the variance in service quality, suggesting that additional factors including technology infrastructure, human resource competence, and organizational culture also contribute substantially to service quality outcomes. This finding is corroborated by Hanjani and Muslim (2024), who confirmed positive associations between bureaucratic reform implementation and civil service performance outcomes in the Ministry of Agriculture. Elfito et al. (2024) likewise documented significant improvements in permitting service quality following bureaucratic reform implementation.

The empathy dimension emerging as the highest-scoring SERVQUAL component deserves particular attention. Hanindya and Astuti (2023) found that post-reform, empathy and assurance dimensions tend to improve more rapidly than tangibles, as attitude and behavioral changes among aparatur can be achieved more promptly than physical infrastructure improvements. This is consistent with the flattening of hierarchical structures enabling more direct, personal interactions between aparatur and service recipients.

The tangibles dimension scoring lowest ($M = 20.07$) highlights that physical infrastructure modernization requires dedicated budget interventions beyond organizational restructuring. Ningsih et al. (2025) and Sulistyowati et al. (2025) both documented that technology and physical infrastructure components of service quality remain critical areas requiring systematic investment in regional government service agencies.

Contrary findings in the literature warrant acknowledgment. Biahimo et al. (2025) found that bureaucratic integrity transformation did not automatically translate into improved public service satisfaction, suggesting that structural reform alone is insufficient without cultural transformation. Saputra and Mirsa (2024) documented that implementation benefits were not uniformly perceived by government employees. (Subekti et al. 2017) further cautioned that communication and bureaucratic structure factors may have negative effects if poorly managed during reform transitions.

The study's cross-sectional design and single-agency focus represent methodological limitations. The findings may not generalize across other provinces or agency types, and the correlational design precludes causal inference. Future research employing longitudinal designs and multi-agency comparisons is needed to establish causal pathways and examine the sustainability of service quality improvements over time.

D. Conclusions

This study examined the impact of bureaucratic simplification policy implementation on public service quality at DPMPSTP Lampung Province, Indonesia. All three dimensions of policy implementation tractability of problems ($r = 0.329$), ability of statute to structure implementation ($r = 0.418$), and non-statutory variables ($r = 0.396$) significantly and positively influenced service quality, fully supporting all four research hypotheses. The regulatory framework dimension (X2) emerged as the strongest predictor, affirming that policy clarity and coordination mechanisms are the most critical determinants of successful reform. The moderate overall correlation ($r = 0.417$, $r^2 \approx 0.174$) indicates that bureaucratic simplification explains approximately 17% of variance in service quality; complementary investments in infrastructure, technology, and human capital are therefore necessary to achieve optimal service outcomes. Among SERVQUAL dimensions, empathy and assurance received the highest ratings while tangibles scored lowest, underscoring that physical infrastructure modernization requires dedicated investment beyond organizational restructuring. Practically, policymakers should prioritize strengthening regulatory clarity and inter-team coordination mechanisms, invest systematically in tangible service infrastructure, and develop inclusive service approaches to reduce barriers facing economically disadvantaged communities. Theoretically, this study empirically validates the Mazmanian-Sabatier framework in a regional Indonesian one-stop service context and demonstrates its predictive utility for SERVQUAL-measured service quality outcomes. Future research should adopt longitudinal designs to capture the dynamic trajectory of service quality improvement as bureaucratic simplification matures, incorporate mediating variables such as apparatus competence and organizational digitalization, and employ mixed-methods approaches to explore the causal mechanisms through which policy implementation translates into service quality improvements.

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