

The Effect of Public Transparency and Service Quality on the Satisfaction of Participants in the Selection of Police Members at the Central Kalimantan Regional Police

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Abstract. *This study is associative explanatory research that aims to analyze the relationships and effects among public transparency, service quality, and participant satisfaction in the recruitment selection process for Polri personnel. The study seeks to test hypotheses and strengthen the underlying theory, particularly regarding how transparency and service quality contribute to participant satisfaction. The research population consists of all participants in the Polri recruitment selection, with a sample size determined based on Hair et al. (2020), namely 15 indicators multiplied by 10, resulting in 150 respondents. The sampling technique used is non-probability sampling through a convenience sampling approach due to considerations of time efficiency and ease of data collection. Primary data were collected using a closed-ended questionnaire with a Likert scale of 1–5, ranging from “Strongly Disagree” to “Strongly Agree.” In addition, secondary data were obtained from relevant journals and literature to strengthen the theoretical foundation. The research instruments include variables of public transparency, service quality, and participant satisfaction. Data analysis was conducted using the Partial Least Square (PLS) method to examine the relationships among variables and measure the strength of influences within the research model. The results indicate that all hypotheses are supported. Transparency has a positive and significant effect on participant satisfaction as well as service quality. Furthermore, service quality is also proven to have a positive and significant effect on participant satisfaction. These findings suggest that a transparent selection process and high-quality service can enhance the overall experience and satisfaction of the participants.*

Keywords: Participant; Quality; Service; Transparency.

1. Introduction

Professionalism within the Indonesian National Police is a very important aspect that must be continuously improved in order to meet public expectations regarding the ideal police figure.(Indriyanto, 2017; Tinggi et al., 2019)In order to fulfill these expectations, the

Indonesian National Police consistently formulates strategies to standardize the professionalism of its members.(Muradi, 2018)The public wants a police force that is friendly and humane in its service, while remaining firm in law enforcement. To achieve this professionalism, the recruitment process is a crucial starting point.(Heri, 2019).

Recruitment of members of the Republic of Indonesia National Police (POLRI) is an important stage in creating human resources who are professional, moral and have integrity.(Assidiqie & Sakapurnama, 2025)The selection process, which is carried out openly and accountably, is the main foundation for ensuring public trust in the Indonesian National Police institution.(Limbong et al., 2021). Amidst increasing public expectations for excellent public services, service quality and transparency in the selection process are two crucial aspects that cannot be ignored.(Assidiqie & Sakapurnama, 2025).

As part of its institutional transformation, the Indonesian National Police (Polri) has implemented substantial and cultural changes in its recruitment process. This is achieved through the implementation of the "BETAH" principle, which reflects the values of Cleanliness, Transparency, Accountability, and Humanity.(Setiyono, 2017)Recruitment socialization is carried out openly through various media and directly to the community or schools to attract the interest of applicants.(Limbong et al., 2021).

All stages of the selection process were conducted transparently, from registration and administrative examinations, medical tests, academic exams, psychological tests, physical tests, and the announcement of the results. The process was overseen by an internal supervisory team (Regional Supervisory Agency and the Regional Police's Propam Division) and an external supervisory team involving various stakeholders, including the Education Office, the Population and Civil Registry Office, the Indonesian Indonesian Doctors Association (IDI), the Indonesian Student Association (HIMPSSI), academics, community leaders, NGOs, and the media.(Limbong et al., 2021)Through public involvement in oversight, the Indonesian National Police (Polri) hopes the selection process will produce qualified members with high integrity and a commitment to optimally protecting, serving, and serving the public.

Although the research results(kamela et al., 2025)shows that the completeness of the website and the transparency of financial reports have a positive and significant effect on public satisfaction, findings from(Hu et al., 2020)In fact, the results show that the relationship between public expectations regarding public satisfaction and perceptions of budget transparency quality is not statistically significant. This difference indicates inconsistencies in the findings, which could provide opportunities for further research. Therefore, in this study, service quality is proposed as a mediator.

One of the most commonly used multidimensional instruments to assess service quality from the patient or consumer perspective is the service quality gap model.(Prakash, 2019)This model measures the service quality gap from six dimensions, namely tangibility, responsiveness, reliability, empathy, assurance, and access. The SERVQUAL model suggested

by Parasuraman et al (1985) is a valid tool for measuring service quality in various sectors including the public sector.

Service quality reflects the extent to which an organization is able to provide services that are fast, accurate, friendly, and in accordance with the standards expected by the public. (Bahasa, 2024) Meanwhile, transparency concerns the openness of information, clarity of procedures, and accountability in every stage of public services. (kamela et al., 2025). Both play an important role in shaping participants' perceptions of the fairness and integrity of the service process. (Chandra, 2024).

2. Research Methods

The type of research used is associative explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This research aims to explain testing hypothesis with the aim of confirming or strengthening the hypothesis with the hope of strengthening the theory used foundation. In this case, it is to test the influence public transparency, quality of service and satisfaction of participants in the selection of Polri personnel recruitment.

3. Results and Discussion

3.1. Respondent Description

This study involved 150 participants in the National Police recruitment selection process. Data on respondent characteristics were obtained through a survey method using questionnaires. The results showed that all respondents completed the questionnaires completely. Thus, 150 individuals were available for analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

The respondents of this study can be described based on gender factors as follows:

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	129	86.0
Woman	21	14.0
Total	150	100.0

Source: Data processing results, 2025.

Based on the results of a study of 150 participants in the National Police personnel recruitment selection process, Table 4.1 shows that the majority of respondents were male (129 people) (86.0%), while 21 were female (14.0%). This composition indicates that male participation in the National Police personnel selection process is significantly more

dominant. This finding aligns with the characteristics of the police institution, which has historically and functionally been dominated by men due to physical demands, discipline, and field readiness.

2) Age

The characteristics of the respondents in this study can be described based on age factors as follows:

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
18 - 25 years old	133	88.7
26 - 30 years old	17	11.3
Total	150	100.0

Source: Data processing results, 2025.

In terms of age, the majority of respondents were in the 18–25 age group, amounting to 133 people (88.7%), while only 17 people were aged 26–30 (11.3%). This indicates that the majority of participants came from the younger generation who had just completed secondary education and were highly motivated to join the Indonesian National Police. This dominance of young age reflects physical readiness, competitive spirit, and long-term career expectations within the police institution. This condition has positive implications for the satisfaction of selection participants, as young participants are generally more optimistic and adaptable to the digitalization process in the increasingly transparent and professional selection stages. Productive age allows for optimization of productivity and work efficiency.

3) Last education

The characteristics of the respondents in this study can be described based on the level of education factor as follows:

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
High School/Vocational School	145	96.7
Diploma	2	1.3
S1	3	2.0
Total	91	100.0

Source: Data processing results, 2025.

Based on their most recent education, the majority of respondents had a high school (SMA/SMK) or vocational high school (145 people) (96.7%), while 2 (1.3%) had a diploma and 3 (2.0%) had a bachelor's degree. The predominance of high school/vocational high school graduates demonstrates compliance with the minimum educational requirements for recruitment of prospective Polri members at the non-commissioned officer (NCO) level. This relatively homogeneous educational background reflects an equal understanding of the selection system and administrative procedures. However, the low proportion of college graduates could be a concern in improving the cognitive quality of future selection

participants. Nevertheless, the level of education that meets recruitment standards results in relatively high participant satisfaction due to the perception of fairness and the relevance of qualifications to the requirements.

Descriptive statistical analysis is a basic method used in quantitative research to provide a description or overview of collected data without drawing conclusions that are generalizable to the population. According to Ghazali (2018), the purpose of this analysis is to describe or provide an overview of the data obtained from the sample as it is, without intending to draw conclusions that apply to the population.

The questionnaire consists of statements with respondents' responses in the form of a Likert scale of 1-5, namely: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, from this scale, data categorization will be formed into 3 groups. To determine the criteria for the score for each group, it can be calculated as follows (Sugiyono, 2017):

- a. Highest score = 5
- b. Lowest score = 1
- c. Range = Highest score – lowest score = $5 - 1 = 4$
- d. Class interval = Range / number of categories = $4/3 = 1.33$

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. Structural Model Evaluation (Inner Model)

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factor, which explains the influence of the transparency construct on participant satisfaction through the mediation of service quality as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

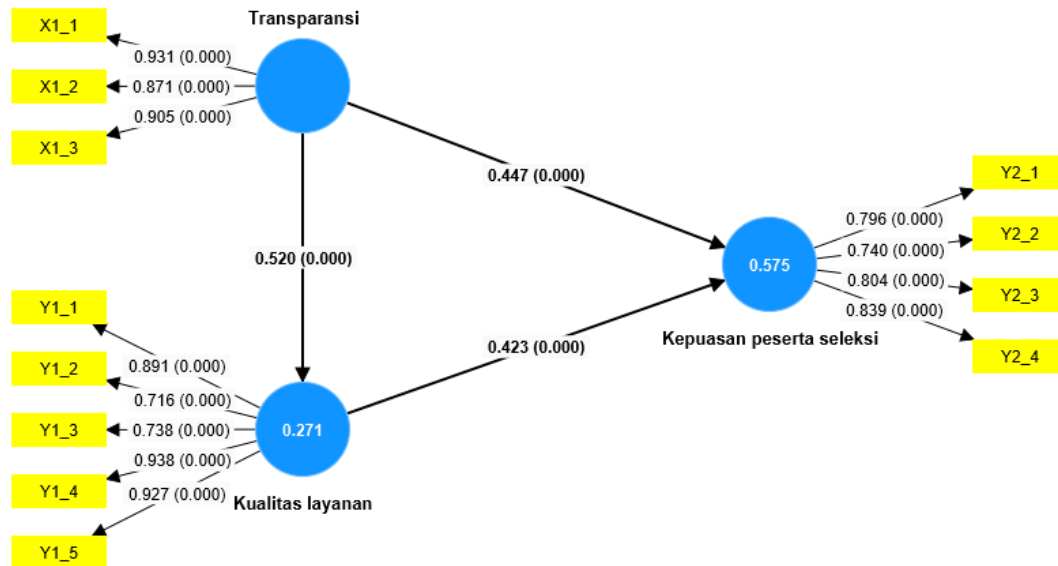


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

1) Direct Influence Analysis

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Service quality	-> Selection participant satisfaction	0.423	0.425	0.072	5,843	0.000
Transparency	-> Satisfaction of selection participants	0.447	0.446	0.069	6,438	0.000
Transparency	-> Quality of service	0.520	0.518	0.062	8,422	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the PLS output from the data processing results, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1

H1: There is a significant relationship between transparency and the satisfaction of participants in the recruitment selection of Indonesian National Police personnel.

In testing hypothesis 1, the original sample estimate value of the effect of transparency on the satisfaction of selection participants was obtained at 0.447. This value indicates that transparency has a positive effect on the satisfaction of selection participants. This result is supported by the calculated t value ($6.438 > t$ table (1.96)) and the significance value p ($0.000 < 0.05$). Thus, it can be concluded that the first hypothesis stating that "There is a significant relationship between transparency and the satisfaction of participants in the recruitment selection of Polri personnel" can be accepted.

2) Hypothesis Testing 2

H2: There is a significant relationship between transparency and service quality.

Based on the test results, the original sample estimate value for the effect of transparency on service quality was 0.520. This value indicates a positive effect of transparency on service quality. This result is supported by the calculated t value ($8.422 > t$ table (1.96)) with a significance value of p ($0.000 < 0.05$). Thus, it can be concluded that the second hypothesis stating that "There is a significant relationship between transparency and service quality" can be accepted.

3) Hypothesis Testing 3

H3: *There is a significant relationship between the quality of service and the satisfaction of participants in the recruitment selection of Indonesian National Police personnel.*

The test results show that the original sample estimate value of the influence of Service Quality on the satisfaction of selection participants is 0.423. This indicates a positive influence of Service Quality on the satisfaction of selection participants. This value is supported by the calculated t ($5.843 > t$ table (1.96)) and the significance value p ($0.000 < 0.05$). Thus, it can be concluded that the third hypothesis which states that "*There is a significant relationship between the quality of service and the satisfaction of participants in the recruitment selection of Indonesian National Police personnel.*" acceptable.

2) Analysis of the Indirect Effect of Transparency on Selection Participant Satisfaction through the Mediation of Service Quality

The indirect effect test was conducted to determine the influence of an exogenous variable (transparency) on the endogenous variable (selection participant satisfaction) through an intervening variable, namely service quality. The indirect effect of transparency on selection participant satisfaction through service quality mediation is depicted in the following path diagram:

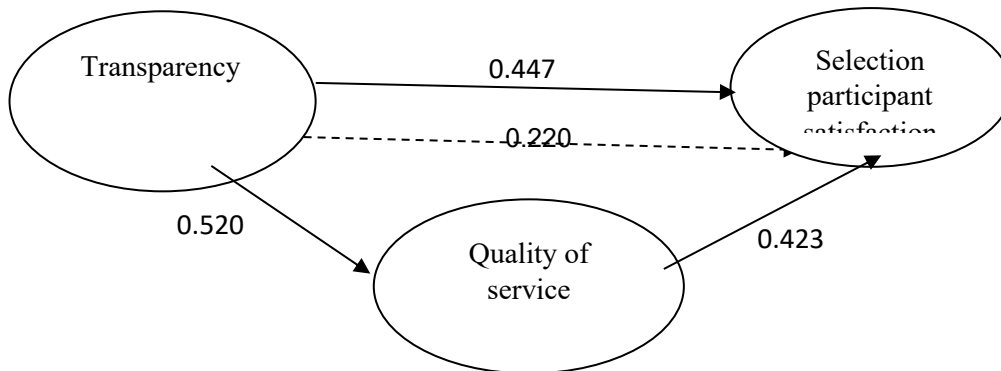
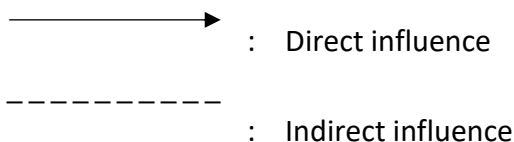


Figure Path Coefficient of the Influence of Transparency on Selection Participant Satisfaction through Service Quality

Information :



The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transparency -> Service quality -> Selection participant satisfaction	0.220	0.219	0.042	5,248	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The results of the data analysis related to the influence of mediation are presented in Table above is used to test Hypothesis 4, namely:

H4: Service quality mediates the effect of transparency on selection participant satisfaction.

Based on the indirect effect test in table, it is known that the original sample estimate value of the influence of Transparency on the Satisfaction of selection participants through Service Quality was obtained at 0.220, which indicates a positive influence. This result is further strengthened by the calculated t value (5.248) > t table (1.96) and the significance value p (0.000) < 0.05. Thus, Service Quality is proven to significantly mediate the relationship between Transparency and Satisfaction of selection participants.

These findings suggest that transparency in the National Police (Polri) selection process not only directly increases participant satisfaction but also has a stronger impact when accompanied by improved service quality at each stage of the selection process. In other words, participants not only assess information transparency as a form of procedural fairness but also assess how officers and the system provide friendly, timely, and professional service throughout the selection process. In the context of Polri recruitment, good transparency creates initial positive perceptions (expectations), and when these expectations are met through fast, fair, and responsive service, participant satisfaction significantly increases.

3.2. Discussion

1) The influence of transparency on the satisfaction of participants in the recruitment selection of Indonesian National Police personnel.

Transparency has a positive and significant impact on selection participant satisfaction. This finding is supported by research by (Kamela et al., 2025) found that transparency, particularly through website completeness and openness of financial reports, had a positive and significant impact on public satisfaction.

The measurement of the transparency variable in this study is based on four main indicators. The first indicator relates to the extent to which information regarding procedures, costs, and responsibilities is clearly communicated to participants. The second indicator assesses the level of ease with which the public can obtain and access the information they need during the selection process. The third indicator focuses on the availability of various channels or complaint mechanisms that can be used in the event of violations or non-compliance with applicable provisions. These four indicators collectively demonstrate that good transparency can increase selection participant satisfaction. This satisfaction is reflected in the perception that the selection process was conducted in a clean, transparent, accountable, and humane manner, thus building trust and a positive experience for all participants.

Transparency in this study shows that the indicator with the highest outer loading value is the delivery of clear information regarding procedures, costs, and responsibilities. Meanwhile, for the Selection Participant Satisfaction variable, the indicator with the greatest contribution is the humanistic aspect. This finding indicates that the clearer, more detailed, and easier-to-understand information provided to participants, the higher their perception that the selection process was conducted in a humanistic manner. In other words, clarity of information not only improves participants' understanding but also creates an experience that better respects their dignity, comfort, and needs during the selection process.

The Transparency variable shows that the lowest outer loading value is found in the indicator of public ease in accessing required information. Meanwhile, in the Selection Participant Satisfaction variable, the indicator with the lowest outer loading value is transparency. This finding suggests that the aspect of ease of access to information remains a weak point in achieving optimal transparency. In other words, the easier it is for the public to obtain

relevant, complete, and readily accessible information, the stronger their perception of the transparency of the selection process will be. This increased transparency will ultimately contribute to increased selection participant satisfaction, particularly in terms of their assessment that the process is truly transparent, open, and accountable.

2) The influence of transparency on service quality

Transparency has a positive and significant impact on service quality. This finding is supported by research by (Bahasa, 2024) revealed that openness of information in public services strengthens the accountability of the apparatus, which in turn has an impact on improving the quality of services that are directly felt by the public.

Measurement of variables Transparency in this study it was measured from the reflection of four indicators namely indicators Clear delivery of information regarding procedures, costs and responsibilities, Ease of access for the public to the information needed, Availability of channels or complaint mechanisms in the event of violations of applicable regulations, these four indicators have been proven to contribute to the quality of service which in this study is measured by five indicators. namely indicators Tangibility, Reliability, Responsiveness, Assurance, and Emphaty.

The Transparency variable shows that the indicator with the highest outer loading value is the delivery of clear information regarding procedures, costs, and responsibilities. Meanwhile, for the Service Quality variable, the indicator with the highest outer loading value is Assurance. These findings indicate that the better an agency provides complete, easy-to-understand, and transparent information regarding all applicable processes and regulations, the higher the level of assurance perceived by the public.

It means, clarity of information not only improves the understanding of participants or service users, but also strengthens their sense of security, trust, and confidence in the credibility of the service provider. Strong transparency creates the perception that services are provided professionally, responsibly, and without doubt, thus directly impacting service quality, particularly in the assurance aspect.

The Transparency variable shows that the indicator with the lowest outer loading value is Ease of Public Access to Needed Information. Meanwhile, the Service Quality variable has the lowest outer loading value, Reliability. These findings indicate that the easier it is for the public to obtain the information they need, the greater the reliability aspect of service delivery.

This means that an institution's ability to provide clear, timely, and accessible information not only reflects its level of transparency but also strengthens the public's perception that the services provided are trustworthy, consistent, and meet promised standards. Information transparency directly contributes to increased service reliability, as the public feels confident that processes, procedures, and service outcomes are accurate and accountable.

3) The Influence of Service Quality on the Satisfaction of Participants in the Indonesian National Police Personnel Recruitment Selection.

Service quality has a positive and significant impact on selection participant satisfaction. This finding is supported by other research showing that service quality has a strong relationship with increasing public satisfaction. (Herliani Putri Ratnaningsih et al., 2023).

Measurement of variables Transparency in this study it was measured from the reflection of four indicators namely indicators Clear delivery of information regarding procedures, costs and responsibilities, Ease of access for the public to the information needed, Availability of channels or complaint mechanisms in the event of violations of applicable regulations, these four indicators have been proven to contribute to the quality of service which in this study is measured by five indicators. namely indicators Tangibility, Reliability, Responsiveness, Assurance, and Emphaty.

The Transparency variable shows that the indicator with the highest outer loading value is the clear delivery of information regarding procedures, costs, and responsibilities. Meanwhile, for the Service Quality variable, the indicator with the highest outer loading value is Assurance, which reflects service assurance through staff competence, process reliability, a sense of security, and trust given to participants or the public.

These findings indicate that the clearer, more detailed, and more easily understood the information provided regarding procedures, fees, and responsibilities, the stronger the public's perception of assurance. In other words, information transparency plays a direct role in building public trust, certainty, and confidence in the quality of services provided. Clarity of information not only reduces the potential for misunderstandings but also creates a safer, more comfortable, and more reassuring service experience for users.

The Transparency variable shows that the indicator with the lowest outer loading value is ease of public access to required information. Meanwhile, for the Service Quality variable, the indicator with the lowest outer loading value is Reliability. These findings indicate that ease of information access is a crucial aspect contributing to increased service reliability.

This means that when the public can obtain information quickly, accurately, and without obstacles, their perception of service reliability also becomes more positive. Open information makes the service process feel more certain, predictable, and minimizes misunderstandings. Therefore, easy public access to information is a crucial foundation for creating reliable, consistent, and trustworthy services.

4. Conclusion

The research results show that all hypotheses are proven, so the answers to the research questions are as follows: Transparency has been shown to have a positive and significant impact on participant satisfaction. These findings indicate that the better an agency is at clearly conveying information regarding procedures, costs, and responsibilities, coupled with

easier access to the information they need and the availability of a complaint channel for regulatory violations, the higher the level of participant satisfaction with the National Police recruitment selection process at the Batam Regional Police. Transparency has been shown to have a positive and significant impact on service quality. These findings indicate that the clearer the information regarding procedures, costs, and responsibilities, coupled with easier public access to necessary information and the availability of reliable complaint channels in the event of regulatory violations, the better the service's Tangibility, Reliability, Responsiveness, Assurance, and Empathy scores. Service quality has been shown to have a positive and significant impact on selection participant satisfaction. These findings indicate that the dimensions of Tangibility, Reliability, Responsiveness, Assurance, and Empathy can foster a clean, transparent, accountable, and humane selection process, thereby improving the overall participant experience and satisfaction.

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