 https://doi.org/10.1051/bioconf/202413008002

Determining performance with accountability policy as a mediating factor in agricultural public service organizations

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Abstract: In Indonesia one of the big challenges of agricultural development is how the economic growth achieved can increase the income of farmers, most of whom own land of less than half a hectare. The Ministry of Agriculture is tasked with improving the welfare of farmers by increasing food security and agricultural competitiveness. The Ministry of Agriculture provides public services to the community, especially farmers in each district. The performance of public organizations is closely related to service quality. There are a number of variables that will affect how well public service providers function. Through the use of accountability policy, the impact of organizational elements on the performance of public service providers will be investigated in this study. Policies relating to accountability have a critical role. Maintaining quality is an important part of being able to give the greatest performance. Two hundred state public servants employed by the Ministry of Agriculture in the Indonesian participated in the study. The goal of this research is to investigate, both directly and indirectly, the elements that is management commitment and government policies influence public service performance through the use of flexible accountability policies. A quantitative approach using the Partial Least Square Structural Equation Model is employed. The results of this study show that the inclusion of a mediating variable accountability policy has a direct and indirect impact on performance due to both internal and external organizational variables. Keywords: agricultural public service, performance, management commitment, government policies, accountability policy.

1 Introduction

Agriculture has an important role in human life because it functions as a provider of food, feed for livestock and bioenergy. The role of agriculture is very strategic in supporting the national economy, especially realizing food security, increasing competitiveness, absorbing labor and alleviating poverty. Apart from that, encouraging downstream agro-industry growth and spurring exports of agricultural commodities to increase the country's foreign exchange.

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One of the big challenges of agricultural development is how the economic growth achieved can increase the income of farmers, most of whom own land of less than half a hectare. For this reason, increasing the production of agricultural commodities and increasing the competitiveness of agricultural products is aimed at increasing the Gross Domestic Product (GDP) of the agricultural sector and the results will be felt by farmers with an increase in the level of farmer welfare.

The Ministry of Agriculture is tasked with improving the welfare of farmers by increasing food security and agricultural competitiveness. Ministry of agriculture offices are located in all districts in Indonesia. Ministry of agriculture has four programs in every district: Farmer Welfare Improvement Program. Food Security Improvement Program (Agriculture/Plantation), Agricultural/Plantation Production Improvement Program and Agribusiness Development Program. The Ministry of Agriculture provides public services to the community, especially farmers in each district.

Public service delivery is currently evolving. That public service also like company and other sector that committed to performance [1]. Previously, during weekdays, services could only be obtained by physically showing up at the office. Numerous digitally delivered services evolved during the Covid-19 pandemic, which led to the limitation of many direct services. Organizations, including government agencies, are graded according to the quality of the services they offer. The Service Standards are the main benchmark for assessing the quality of public services provided.

There are several ways to see the performance of the company. An organization's profitability may be used to gauge how well it is performing [2]. However, organizational actions demonstrate the services it provides. To enhance institutional performance, considerations such as organizational traits and the accountability of implemented policies are necessary. The institutional strengths that may be utilized to evaluate the performance of local government officials in each location are known as internal variables. A common strategy to direct and mold employee behavior and enhance performance is accountability [3]. So that, accountability policy is needed to get the better performance.

The foundation and means of actualization of government bureaucracy are public services. Government officials should have an innate desire to change the service paradigm to one that is more focused on the needs of the community and consumers. This desire should be demonstrated in their attitudes and actions when delivering services to the community [4]. A person or group of persons providing services is acting in line with specified systems, processes, and techniques, based on material considerations, with the aim of upholding the rights and interests of other people. Currently, the public uses government-implemented public services, and the government provides such services [5]. Strong organizational behavior will result in equitable performance and prevent the detrimental consequences of many circumstances, according to the findings of multiple research [6]. The existence of reinforcing variables will improve service performance.

Government data was crucial in determining the organization's performance strength [7]. Organizational performance, according to Halachmi [8], is the difference between an organization's actual and expected output or outcomes. Organizational factors were both external and internal. How the performance of the organization was impacted by these two.

Prior research has demonstrated that accountability for policies and organizations, leadership, and managerial support are some of the factors that influence how well government institutions operate through their infrastructure. Therefore, it is essential to take these concerns into account. Organizational elements, which include both internal and external performance determinants, are used in this study. It is envisaged that the accountability policy's mediation would result in improved performance and services.

2 Literature Review

Provision of high-quality services to the community and society at large is one of the government's most important responsibilities. The government just uses the public institutions and organizations under its control to provide public services to the community. The act of providing benefits or activities to the public is known as public service provision. These might range from the provision of tangible public goods to the provision of intangible public services. To be clear, public service delivery refers to the labor done by government employees to create and implement laws that satisfy the needs of their constituents. Poor communication, corruption, and mismanagement are the main causes of subpar public service performance, according to reviews of the current literature [9]. Despite many attempts at legislative change, the problem of subpar service delivery performance has not significantly improved. Essentially, an area's efficacy, efficiency, accessibility, and equal distribution to all members of society are what determine if public service performance is good or bad.

Agricultural public service organization needs to pay attention that organization needs management as businesses need to be able to adapt to the competitive landscape on a global scale, particularly in regards to external competition, which poses a risk to all of the company's resources [10]. An organization's performance is multifaceted and linked to its goals and objectives. It includes the ability to use resources effectively and provide outputs that are relevant to its users and consistent with its objectives. Prior research has included both non-financial and financial performance as elements of organizational performance. The domains of human resources, finance, production, marketing, and product development are examples of internal elements that offer an accurate assessment of the state of the business, highlight opportunities for growth, and eliminate roadblocks to it [11].

Experts from a variety of fields with an interest in organizational performance include corporate owners, legal counsel, operations managers, finance managers, and strategic planners. Organizations are impacted differently by a range of situations with regard to organizational goals and the methods and strategies used to achieve them. These components, which may be further broken down into internal and external aspects, establish the organization's objectives, structure, and operations. The supporting environment's external elements are those that the organization cannot control but that still have an impact on the organization's growth and structure [12]. In contrast to political and administrative elements, they are socio-economic and economic aspects. While organizational features such as organizational objectives, organizational instruments, and personal selection criteria comprise the internal aspects.

It is mandatory to provide the service to the public in these two circumstances, internal and external factors. A company's several departments, such as marketing, operations, human resources, and strategy, will all have their efficacy assessed [13]. However, internal components must be enhanced in order for it to function. Leadership, organizational reforms, innovation implementation, and management commitment all pointed to internal issues. In this agricultural service organizational, the element of management commitment tend to have strength.

In light of the foregoing rationale, the research hypothesis is put out as follows:

H1: Management commitment of organization has a positive effect on performance.

The five forces derived from the external elements affecting the firm are as follows: market conditions for rivals, opportunity to enter the same market as the company, suppliers, purchasers, and replacement products [14]. The external environment consists of uncontrollable elements that affect the company's course and activities, which in turn affect the internal procedures and organizational structure [15].

Determining performance, then focus about production and workforce size. Furthermore, this might manifest as the results that a person, team, company, or procedure achieves [15]. In the meantime, government policies, the environment, control systems, and reports also highlight external influences. In this research, government policy guide to be the standard and rules for agricultural service organization. So that, in light of the foregoing rationale, the research hypothesis is put out as follows:

H2: Government policy has a positive effect on performance.

Despite many attempts at legislative change, the problem of subpar service delivery performance has not significantly improved [16]. Effectiveness, efficiency, accessibility, and equal distribution to all segments of society are essentially what determines whether public service performance in a particular electoral district is good or bad.

Since public servants are the cornerstone of the government, defining shared responsibility begins with establishing legitimacy. Given that the distinctive qualities of public administration are not always understood in terms of the ultimate goals of private and public activities, these new circumstances have given birth to a moral conundrum. For example, according to Bourgon [17], public outcomes are the end product of the collective efforts of all stakeholders, including those in the public, private, and civil society spheres. Moreover, the transition from traditional public administration to performance-based public management has had a significant influence on basic organizational ethics (e.g., [18]). Basic changes The decentralization of managerialism and the community's empowerment as customers through consensus on outcomes are two changes in the public management paradigm [8]. That was the level of accountability required to get public service performance.

Organizational performance, according to Halachmi [8], is the difference between an organization's actual production and its expected output (or goals and objectives). Richard [28] asserts that organizational success consists of three distinct components of company results: Financial performance (profit, return on assets, profit on investment), product market performance (sales, market share), and shareholder return (total shareholder return, economic value supplied).

Accountability is viewed as both a virtue and a mechanism in organizational literature. According to Mir [19], in order to understand organizational accountability, it is imperative to examine the underlying assumptions that underlie accountability. These assumptions include the source of the organization's understanding of appropriate behavior, the influence of evolving shared expectations, the function of internal and external audiences, and the existence of social and normative pressures within the organization. Accountability is defined as the performance of formal commitments to an authoritative figure in a variety of circumstances and scientific areas [20]. To put it simply, accountability is the process of making people and organizations answerable for their actions [21].

H3: Management commitment and government policy have a positive effect on performance through accountability policy.

3 Methods

Accountability is viewed as both a virtue and a mechanism in organizational literature. According to Mir [19], in order to understand organizational accountability, it is imperative to examine the underlying assumptions that underlie accountability. These assumptions include the source of the organization's understanding of appropriate behavior, the influence of evolving shared expectations, the function of internal and external audiences, and the existence of social and normative pressures within the organization. Accountability is defined

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Here is the model for this research.

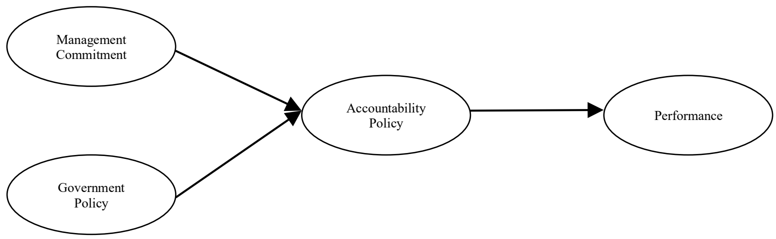

Fig 1. Research Model

4 Results

As part of the inquiry, questionnaires were sent to two hundred respondents. The results of the responder profile are as follows.

Table 1. Respondent Gender Profile

Gender	Total	Percentage
Male	134	67%
Female	66	33%
Total	200	100%

Source: developed by authors.

Approximately 67% of the respondents were male. All genders were able to reach their full potential in the workplace in this profession. In addition, over 33% of the female respondents said they contributed to the organization. It implies that the company requires dedication and that each position be filled as needed.

Table 2. Respondent Age Profile

Age	Total	Percentage
20-30	32	16%
31-40	69	34,5%
41-50	57	28,5%
> 50	42	21%
Total	200	100%

Source: developed by authors.

The age group of respondents with the largest proportion were those between the ages of 31 to 40. This age group was productive, established within the company, had experience, and had a career.

This is the outcome of using the Partial Least Square Structural Equation Model on the data. The study's findings are displayed as follows. Questionnaires were distributed to public servants employed by the Ministry of Agriculture. The following is how the input data results are shown.

Table 3. Outer Loadings

	X1	X2	X3	Y
X1.1	0.791			
X1.2	0.813			
X1.3	0.905			
X2.1		0.907		
X2.2		0.911		
X2.3		0.827		
X3.1			0.854	
X3.2			0.887	
X3.3			0.898	
X3.4			0.861	
Y1.1				0.897
Y1.2				0.871
Y1.3				0.898
Y1.4				0.801

Source: SEM-PLS output.

On the outer loading, each indicator shows a value greater than 0.708. More than this number indicates that the construct probably explains more than half of the indicator's variance. This indicates that people find the item's reliability to be adequate [22].

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1	0.831	0.807	0.736
X2	0.789	0.831	0.723
X3	0.884	0.915	0.747
Y	0.867	0.921	0.749

Source: SEM-PLS output.

The study's variables had Cronbach's Alpha values ranging from 0.789 to 0.867, all of which were greater above the 0.70 cutoff criterion. This aligns with the assertion made by Sarstedt et al. [22] that the constructs exhibit a high level of internal consistency. According to Hair et al. [23], a higher composite reliability score indicates more dependability. This study's variables all have composite reliability ratings over 0.70, ranging from 0.807 to 0.921, indicating very high dependability.

This study used the Average Variance Extracted (AVE) indicator to assess both discriminant and convergent validity. All of the investigation's variables had AVE values between 0.723 and 0.749, which is higher than the 0.5 minimum required by Sarstedt et al. [22] to demonstrate convergent validity. To demonstrate convergent validity, AVE evaluates the variance dispersed across constructs and indicators.

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> X3	0.372	0.374	0.053	6.837	0.000
X1 -> Y	0.197	0.186	0.051	3.543	0.000
X2 -> X3	0.481	0.480	0.058	8.011	0.000
X2 -> Y	0.257	0.257	0.084	2.942	0.005
X3 -> Y	0.498	0.488	0.086	5.710	0.000

Source: SEM-PLS output.

Table 6. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> X3 -> Y	0.194	0.182	0.042	4.323	0.000
X2 -> X3 -> Y	0.239	0.234	0.048	5.101	0.000

Source: SEM-PLS output.

Table 3 that, with coefficients of 0.197 and 0.257, respectively, demonstrates, X1 and X2 have a positive and significant effect on Y. Furthermore, both had positive and substantial effects at table 4's X3's role as a mediating variable. The coefficients of 0.194 and 0.239 demonstrate the favorable indirect effects of X1 and X2 on Y to X3. The significance of this discovery was assessed at the 5% level of significance, which is defined as a p-value of less than 0.05. To sum up, X1 and X2 have a direct and indirect impact on Y, with X3 mediating the indirect effect.

Table 7. R Square

	R Square	R Square Adjusted
X3	0.646	0.627
Y	0.689	0.671

Source: SEM-PLS output.

The percentage of the variance in the dependent variable that can be explained by the independent variables in the population is known as Adjusted R Square, according to Miles [24]. Our study's Adjusted R Square for X3 was 0.627, indicating that X1 and X2 accounted for 62.7% of the variation in X3 across the population. Y's adjusted R Square, like that of X1, X2, and X3, is 0.671, indicating that they explain 67.1% of the variation in Y seen in the population.

Table 8. F Square

	X1	X2	X3	Y
X1			0.221	0.065
X2			0.369	0.098
X3				0.342
Y				

Source: SEM-PLS output.

Cohen [25] classified effect sizes for exogenous latent variables into three groups: small (0.02), medium (0.15), and large (0.35). In our investigation, the effect values for X1 and X2 were 0.221 and 0.369, respectively, showing medium and significant influences on in addition, the degree to which X1,X2.

5 Discussion

The outcome demonstrates the acceptance of internal variables as demonstrated as management commitment. It implies that the organizational component should be supported by the internal element [11; 14]. An organization's ability to adapt to global competition will depend on its resources. Management commitment, the application of innovation, organizational changes, and leadership are a few examples of internal characteristics that suggest this. The dedication and leadership of an organization should determine its strength. Public services are strengthened by internal causes. This is true because the fundamental purpose of services is to deliver them as effectively as possible given the resources at hand.

Internal strengths may be strengthened by excellent habits and giving the services rendered priority, as long as they are constantly enhanced, tracked, and assessed. For a company to succeed, it is crucial to provide facilities and training services that enhance abilities. The administration of this service business pledges to provide exceptional service. The public gains respect and confidence for the organization in this way. Additional elements such as innovation in development for example, the use of digitization will support management and improve performance.

Furthermore, this study shows that external organizational elements positively impact performance as well. external elements mentioned in the study use government policy. It implies that performance needs the help. Furthermore, accountability plays a beneficial function by assisting organizational components in achieving higher performance. When examining the circumstances around a social care organization, it is crucial to understand outside influences. Everything that can affect an organization's performance that is not contained within its walls is referred to as an external factor [26]. External influences impact a company's decision-making process about its course of action. The organizational structure and internal procedures of the firm will be impacted by external influences [11]. Although external influences are uncertain, excellent environmental collaboration, such as that of the government, will improve the performance of the organization.

This study's findings are consistent with other earlier research, especially those conducted in the administrative, business management, and organizational domains, which found that accountability is a factor influencing performance [3]. Another study comes to the same conclusion: in a one-party authoritarian country, where political survival depended more on loyalty to the provincial leader than on popular support, county officials from the strong group were less likely to support pro-development policies. Local accountability also influences local growth and officials' policy decisions [27].

6 Conclusion

Research helps the regional apparatus work better as a provider of public services, but it also necessitates implementing laws and regulations. Support from the company is also crucial since working circumstances have a big impact on how well services are performed. Additionally, the results demonstrate that management commitment, innovation implementation, organizational changes, and leadership must all be maintained. Government policy, the environment, the control system, and the report should all be taken into account. The organization required components from both the inside and outside. Moreover, each component's responsibility contributes to the excellent public service performance. The study's findings indicate that accountability assigns organizational performance a critical role. In order for accountability to be properly maintained. Performance will be supported by both internal and external elements as long as there is an accountability policy in place.

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