

Public Service Quality with Intervening Quality of Employee Performance at Policy Siaga 112 Probolinggo

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ABSTRACT

Governance towards good governance requires quality Governance towards good governance requires quality policies, quality services, and quality employee performance. This is of interest to research related to the effect of policy quality on service quality through intervening employee performance quality related to the Probolinggo Siaga 112 City program in handling emergency conditions. Research with a descriptive quantitative approach examines the causal relationship between the variables of policy quality, service quality, and employee performance quality. Data was collected from questionnaire techniques on 100 people who met the criteria. The test results explain that Policy Quality is proven to significantly influence the Quality of Employee Performance directly; Quality of Employee Performance is proven to significantly influence Service Quality directly; and Policy Quality is proven to significantly influence Service Quality directly. And there is an indirect effect, namely the Quality of Employee Performance is proven to be intervening in influencing the Quality of Policy on Service Quality.



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1. Introduction

The Indonesian government, both at the central and regional levels, is always related to the implementation of an administrative bureaucracy that continues to make improvements towards good governance. Achieving good governance requires implementing quality policies, good services, quality performance, and strong institutions (Nawi, 2015). Likewise, efforts are made by local governments that organize the bureaucracy by making certain policies and providing the best service and improving the performance of their apparatus. Local government policies require improvement (Sirajuddin, 2014).

Policy is a concept and basis for planning to carry out related to government, organizations and others (Desrinelti et al., 2021; Kristian, 2023). Policy implementation is a process prepared by the government by involving various parties, organizations, Standard Operating Procedure (SOP), and systems or ways of working (Maharaksa et al., 2025; Mansur, 2021). Policies contain goals and principles in government administration. According to Wahab (2008) policy

guidelines include different forms of policy with decisions (decisions); policies are not separate from administrative activities; policies are related to behavior and expectations; policies are a form of action or no action; policies have results; policies have targets or goals; policies arise due to a continuous process; organizational and intra-organizational policy relationships; policies involve government agencies and institutions; and policies are subjective in formulating them (Tefa, 2016).

The level of policy quality needs to be considered because the policy will have a direct impact on the public (Marwiyah et al., 2023; Wika, 2025). Challenges in policy making and implementation relate to policies with a minimal evidence base. These incidents cause conflicts, inconsistencies, multiple interpretations, and are not operational. This makes the quality of policies poor, there is overlap, not pro-community, and lack of evidence. So, it is necessary to measure the quality of policies, one of which is the principle of the Policy Quality Index. Policy quality measurement is carried out starting from planning activities consisting of agenda setting and policy formulation, as well as policy implementation consisting of policy implementation and evaluation of policy benefits. The aim is to support the strengthening of participation and governance principles in public policy making (Lembaga Administrasi Negara, 2018). All of these explanations are contained in the LAN Head Circular Letter Number 4/K.1/HKM.02.3/2019 concerning Policy Quality Measurement and the LAN Head Circular Letter Number 22/K.1/HKM.02.2/2021 concerning Guidelines for Policy Quality Measurement.

In general, low-quality policies are indicated by a negative response or a form of disappointment and protest given by the community (Arifudin et al., 2021). The reason is that the government as a policy organizer does not have accurate data evidence as support. The absence of evidence in policy making is a form of policy making because it imitates without the context of public interest and does not match the target of public needs. There are still policies that are determined without proper rational analysis (Puslatbang KMP Makassar, 2018). The government needs to involve the role of leadership in formulating policy fundamentals (Farmer, 2020). This is a challenge for Indonesia in determining quality policies.

Table 1. Policy Challenge in Indonesia

Indicator	Explanation	Problems
Conflict	There are provisions or regulations that conflict with other regulations	Lack of evidence based policy
Inconsistent	There are inconsistent provisions or regulations in one rule of law and derivative regulations	Lack of evidence based policy
Multiple Interpretations	There is a lack of clarity in the objects and subjects regulated, resulting in ambiguity of formulation and lack of clear systematics.	Lack of evidence based policy
Not Operational	The regulation has no power, but the regulation does not yet have an implementing regulation	Lack of evidence based policy

Source: Bappenas 2015

Policies that attract public attention are policies related to public services. The government prioritizes quality public sector services. According to Parasuraman (2001) explains that the basis of public sector services includes reliability, assurance, tangible, empathy, and responsiveness (Nawi, 2015). Services that are effective, efficient, fair, and transparent are the expectations of the community. The government has the duty and obligation to form full trust from the public in public sector services. One of the efforts is to improve the quality of public sector services and guarantee efficient and effective public sector services. The quality of public services is the public's perception of the services received with public expectations (Handayani et al., 2021). This is stated in Law Number 25 of 2009 concerning Public Services. According to Gapers in Public service quality is related to product excellence and minimal or free from gaps (Ananda et al., 2021).

Service is the mandated responsibility of the state apparatus. The state apparatus serves the state and serves the community. Not only carrying out state duties but also providing optimal services for the public interest. The government through the role of government apparatus performs administrative services, goods services, and services (Sutojo, 2015). The performance

of the state apparatus needs to be improved. The quality of apparatus performance in the public sphere is an indication of success or not. Elements of the quality of apparatus performance include potential abilities, optimization of work results, work processes, and enthusiasm Hasibuan (2003) in Puput (2015). The implementation of government requires the State Civil Apparatus to have integrity, be professional, neutral regarding political intervention, not involved in KKN, and play a role in national unity and integrity (Indrastuti et al., 2016). The quality of work is assessed by the effectiveness and efficiency of the work done by the apparatus. All of the above explanations are contained in the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus.

The explanation above indicates that governance towards good governance requires quality policies, services, and employee performance. One of them is the form of service policy contained in the Minister of Communication and Information Regulation Number 10 of 2016 concerning Emergency Call Single Number Services and Decree of the Director General of PPI Number 112 of 2019 concerning Technical Guidelines for the Provision of Emergency Call Number Services 112. The policy contains the Implementation of NTPD 112 which involves the Central Government (Kemkominfo), Local Government and Operators. Including in the city of Probolinggo has implemented the Probolinggo Siaga 112. contained in Mayor Regulation Number 175 of 2019 concerning Amendments to Mayor Regulation Number 155 of 2018 concerning the Implementation of Emergency Call Number Services 112 Probolinggo City. This regulation was made as a legal basis for the implementation of the Probolinggo Siaga 112 service. The services provided include public requests for ambulance services; human rescue; handling fire incidents; handling accidents; handling crimes; handling terrorism; handling fallen trees; handling dangerous animals; handling natural disasters; handling construction damage; and handling other emergency conditions. Of course, the implementation of this service is related to certain apparatus and officers and organizations that have special abilities and expertise.

Based on the explanation above, the authors are interested in conducting research related to the effect of policy quality measurement on service quality with the intervening medium of employee work quality. This research is entitled Policy Quality Affects Public Service Quality with Intervening Media Employee Performance Quality at Policy Probolinggo Siaga 112.

2. Literature Review

2.1. Public Services

Public services are oriented towards the public interest, facilitate public interests, minimize public service time, and provide satisfaction to the public (Purwanto et al., 2016). According to Hardiyansyah (2011), public services are all types of goods and services as well as administrative services provided by the government (Suryantoro & Kusdyana, 2020). The government has an important role in providing services that are tailored to the interests and needs of the community. The State Administrative Service lists the types of services for the public in the third edition of the SANKRI book in 2004, including (Maf'ul et al., 2017):

- a. Government services are public sector services that handle general government functions, such as electronic identity card issuance, taxation, licensing, and others.
- b. Development sector services are public services that handle the availability of facilities and infrastructure to provide amenities for the community. These services include the construction of roads, bridges, ports, and other forms of development.
- c. Utility services are services related to community utility needs, including the availability of electricity, water, communication, and transportation.
- d. Clothing, food, and housing services are services related to the availability of basic necessities for the community and housing matters, consisting of staple foods, fuel, textiles, and affordable housing complexes.

- e. Community services are services oriented towards social activities, including employment services, education services, medical services, and others.

Decree of the Minister of State Apparatus Empowerment No. 63 of 2003. Public sector services are services provided by public service providers to meet public needs. Public service providers are collective government agencies consisting of ministries, departments, non-departmental government agencies, secretariats of the highest and high state institutions, and other government agencies, both at the central and regional levels, as well as state-owned enterprises and regional-owned enterprises.

2.2. Employee Performance

Performance (work performance) is a form of work that can be seen from the quality and quantity of employees' achievements in carrying out relevant tasks and functions in accordance with their mandated responsibilities (Islamiyah et al., 2021; Hakim, 2023). Performance appraisal is one of the factors in the development and existence of an organization (Sulaksono, 2015). Measuring work performance in organizations as a form of effective human resource utilization.

Performance indicators According to the American Association of Industrial Management, there are differences in criteria between manual jobs and non-manual jobs. According to Robbins (1996) for manual jobs, the criteria are (Linawati, 2020):

- a. Skill (education, experience, initiative, and engenuity)
- b. Effort (physical demand, mental or visual demand)
- c. Responsibility (equipment or process, material or product, safety of others, work of others)
- d. Job conditions (working conditions, unavoidable hazards)

Meanwhile, if non-manual jobs are used, the amount of work a person does can be seen from:

- a. Training (education, experience)
- b. Initiative (complexity of duties, supervision received)
- c. Responsibility (errors, contacts with others, confidential data)
- d. Job conditions (mental or visual demand, working conditions)
- e. Supervision (character of supervision, scope of supervision)

2.3. Policy Quality Index

The Policy Quality Index (IKK) is part of the Bureaucratic Reform, which is the embodiment of the 7th Asta Cita of the President's Vision and Mission, namely to strengthen political, legal, and bureaucratic reforms, as well as to strengthen the prevention and eradication of corruption, drugs, gambling, and smuggling. The IKK, which began in 2021, will undergo adjustments to its measurement instruments in 2025 to take into account its dynamics.

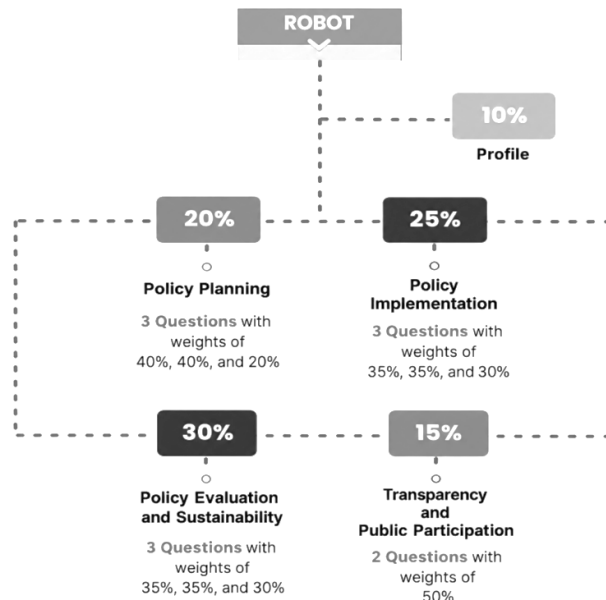
IKK is a tool or instrument for assessing the quality of policies in Indonesia in a uniform manner that can be used nationally and easily implemented by Ministries/Institutions/Local Governments (K/L/P). IKK is an instrument for measuring the quality of government policies, especially in terms of their impact or results on strategic development, by promoting the principle of evidence-based policy. The purpose of IKK is to encourage improvements in the quality of government policies through a self-assessment method that focuses on the impact of policies. Policy quality measurement is applied to one profile and four dimensions, consisting of: profile, namely the involvement of functional policy analyst officials in measuring policy quality. As well as four dimensions, including: Policy Planning; Policy Implementation; Policy Evaluation and Sustainability; and Transparency and Public Participation.

The measurement criteria include: Policy quality measurement is conducted annually. The policies that are the object of policy quality measurement are strategic development policies from central government agencies or local government agencies for sustainable development

aimed at the overall welfare of the community and supporting economic growth. Strategic development policies regulate interests and have a direct impact on the wider community. Policies are established and implemented within a period of three years prior to the measurement year (Lembaga Administrasi Negara, 2025).

Board Members consist of experts, academics, and officials who are competent in the field of public policy and whose task is to provide input on the policy quality measurement process and final assessment (Lembaga Administrasi Negara Republik Indonesia, 2025). IKK instrument weighting activities, including:

Figure 1. Weighting of IKK instruments



Source: Lembaga Administrasi Negara Republik Indonesia (2025)

The weighting must be 100% distributed across one profile and four indicators. A weight of 10% is oriented towards the profile. The profile involves the participation of functional Policy Analyst officials in measuring policy quality.

A weight of 20% is assigned to policy planning. There are three aspects to policy planning. The first aspect is the formulation of policies based on valid data and information. The second aspect is stakeholder involvement in policy formulation. The third aspect is impact analysis before the policy is implemented.

The weighting for policy implementation is 25%. There are three aspects to policy implementation. The first aspect is clear coordination and communication in policy implementation. The second aspect is the effectiveness of policy implementation in the field. The third aspect is the monitoring and accountability mechanisms in policy implementation.

Weighting of 30% on policy evaluation and sustainability. There are three aspects to policy evaluation and sustainability. The first aspect is the existence of evaluation for continuous improvement. The second aspect is the existence of measurable impacts on society. The third aspect is the alignment of policies with other relevant policies.

Transparency and public participation account for 15% of the weighting. There are two aspects to transparency and public participation. The first aspect is public access to policy information. The second aspect is mechanisms for the community to provide input or raise objections.

3. Method

This research is included in research with a descriptive quantitative approach. Regarding the concept of causal relationships, the reason is that in this research there is a causal relationship (Sugiyono, 2019). The causal relationship is in the variables of policy quality, service quality, and employee work quality. This means that this research is oriented towards the influence of

the quality of Probolinggo Siaga 112 public policy on the quality of employee performance in shaping the quality of emergency services through the Probolinggo Siaga 112 call. This research was conducted in June, July, and August 2025. The research location is Probolinggo City, according to the location of the research subject and object.

3.1. Research Subjects and Objects

The subjects of this research are local government figures, political figures, NGOs, academics, and community leaders in Probolinggo City. The objects of this research are the quality of Probolinggo Siaga 112 policy, the quality of service in emergency conditions, and the quality of employee performance in handling emergencies through Probolinggo Siaga 112.

3.2. Research Variables

Research variables are a form of guidelines set by researchers to study and examine and obtain information related to this, and conclusions can be drawn.

Table 2. Operational definition

Variable	Indicator	Measurement
Policy Quality (X)	1. Policy planning 2. Policy implementation 3. Policy evaluation and sustainability 4. Transparency and public participation (Lembaga Administrasi Negara, 2018)	Likert Scale
Service Quality (Y)	1. Reliability, 2. Assurance, 3. Tangible, 4. Emphaty, 5. Responsivieness (Parasuraman (2001) in Nawi (2015))	Likert Scale
Quality of Employee Performance (M)	1. Self-potential 2. Optimal work results, 3. Work process, 4. Enthusiasm (Hasibuan (2003) in (Puput, 2015))	Likert Scale

Source: processed by the researcher (2025)

3.3. Population and Sample

Population is a generalization of objects or subjects that have qualities and peculiarities in research to study and then draw conclusions (Sugiyono, 2019). This research is determined as the population is the people of Probolinggo City.

Sample

The sample is part of the population that can represent the specified population (Sugiyono, 2019). The research sample is the people of Probolinggo City with the criteria of community leaders, organizations, academics. The number of samples is determined by the formula:

$$n = \frac{z^2}{4(moe)^2}$$

$$n = \frac{1.96^2}{4(0.1)^2} \quad n = 96,04$$

n = Number of samples

z = The level of confidence required in determining the sample (95% = 1.96)

Moe = Margin of Error, namely the maximum error rate that can still be tolerated (determined as 10%)

According to the calculation, the number of samples is determined to be 96 which can be rounded up to 100 respondents. These 100 respondents were selected by random sampling but there were specific criteria set so that the answers given were in accordance with the direction of the questionnaire questions or statements. The selected characteristics include people who understand the formation of the Probolinggo Siaga 112 policy, people who understand the

scope of the implementation of the Probolinggo Siaga 112 program as stated in Mayor's Regulation Number 175 of 2019 concerning Amendments to Mayor's Regulation Number 155 of 2018 concerning the Implementation of Emergency Call Number Services 112 Probolinggo City. As well as people who know the performance of employees and apparatus involved in OPD, government agencies, and other agencies. Respondents include local officials in Probolinggo City, community organizations or non-governmental organizations (NGOs) in Probolinggo City, academics both lecturers and students, community leaders, and so on. The number of each group was divided equally.

3.4. Instrument Test

Instrument testing in this research uses 3 tests. First, validity testing to determine the validity of the data that will be continued to draw conclusions. Second, reliability testing to find out the instrument can be trusted. Third, mediation testing to test the significance of variable X to variable Y with variable M mediation.

3.5. Hypothesis

Ha1: Policy quality affects the quality of employee performance.

Ho1: Policy Quality has no effect on Employee Performance Quality.

Ha2: Policy Quality affects Service Quality.

Ho2: Policy Quality has no effect on Service Quality

Ha3: Employee Performance Quality affects Service Quality

Ho3: Employee Performance Quality affects Service Quality

Ha4: Quality of Employee Performance intervening Policy Quality affects Service Quality

Ho4: Employee Performance Quality does not intervene Policy Quality affects Service Quality

4. Result And Discussion

4.1. Result

4.1.1. Model Evaluation

1) Outer Model

The outer model is applied to assess the valid and reliable status of each indicator as a latent construct.

a. Convergent validity

Indicator is classified as convergent validity if the loading factor value is more than 0.5.

The table shows the loading factor value on each indicator of the policy quality variable (X), service quality (Y), and performance quality (M) above the value of 0.5. The conclusion is that each indicator is considered valid as a measuring instrument on latent variables.

Table 3. Convergent Validity

Variable	Indicator	Loading Factor	Description
Policy Quality (X)	X1	0,859	Valid
	X2	0,760	Valid
	X3	0,747	Valid
	X4	0,790	Valid
Service Quality (Y)	Y1	0,742	Valid
	Y2	0,731	Valid
	Y3	0,728	Valid
	Y4	0,809	Valid
	Y5	0,787	Valid
Quality of Employee Performance (M)	M1	0,799	Valid
	M2	0,782	Valid
	M3	0,673	Valid
	M4	0,758	Valid

Source: processed by the researcher (2025)

b. Discriminant validity

Table 4. Discriminant Validity

Variable	Policy Quality	Service Quality	Quality of Employee Performance	Description
X1	0,859	0,528	0,721	Valid
X2	0,760	0,448	0,611	Valid
X3	0,747	0,671	0,731	Valid
X4	0,790	0,519	0,728	Valid
M1	0,501	0,799	0,595	Valid
M2	0,472	0,782	0,607	Valid
M3	0,652	0,673	0,641	Valid
M4	0,429	0,758	0,571	Valid
Y1	0,523	0,605	0,742	Valid
Y2	0,747	0,671	0,731	Valid
Y3	0,790	0,519	0,728	Valid
Y4	0,651	0,701	0,809	Valid
Y5	0,625	0,561	0,787	Valid

Source: processed by the researcher (2025)

The table above shows the results of cross loading on policy quality variables (X), service quality (Y), and performance quality (M) have cross loading values from other latent variables. Each indicator is more than the value of 0.5, so each indicator is discriminantly valid.

Variables can be measured through a comparison of AVE values. If the AVE value contains a value above 0.5, the variable is classified as good discriminant validity.

Table 5. AVE

Variable	$\sqrt{\text{AVE}}$	Description
Policy Quality	0,790	Valid
Service Quality	0,755	Valid
Quality of Employee Performance	0,760	Valid

Source: processed by the researcher (2025)

Based on the table above, it shows that the resulting $\sqrt{\text{AVE}}$ value can be seen that the variables of policy quality (X), Service Quality (Y), and Performance Quality (M) have a $\sqrt{\text{AVE}}$ value greater than 0.5. Then the above variables are declared valid.

c. Composite Reliability

The construct is considered reliable if the composite reliability value exceeds 0.7 and the Cronbach's alpha value exceeds 0.6.

Table 6. Composite Reliability

Variable	Composite Reliability	Cronbach alpha	Description
Policy Quality	0,869	0,799	Reliable
Service Quality	0,840	0,747	Reliable
Quality of Employee Performance	0,872	0,817	Reliable

Source: processed by the researcher (2025)

Based on the test results above, the value of the three variables analyzed is classified as good in composite reliability. Three variables exceed 0.70 in composite reliability and more than 0.6 in Cronbach's alpha. So that it can be followed up on the goodness of fit model through the evaluation of the inner model.

2) Inner Model

The inner model aims to predict the relationship between latent variables by looking at the significance value and R-square of the research model.

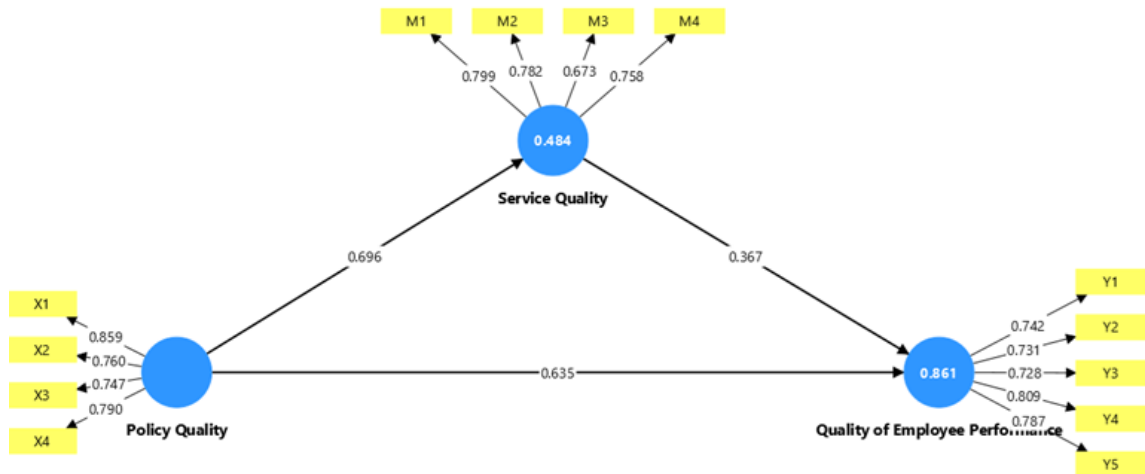


Figure 2. Inner Model

Source: processed by the researcher (2025)

Evaluation of the PLS structural model begins with looking at the R-square of each dependent latent variable. The R-Squares value can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect.

Table 7. R-square

Variable	R-Square	R-Square Adjusted
Quality of Employee Performance	0,484	0,478
Service Quality	0,861	0,858

Source: processed by the researcher (2025)

Based on the table above shows the R-Square value of the Employee Performance Quality variable of 0.484, this value means that the Employee Performance Quality variable can be explained by the Public Policy Quality variable 48.4% and the remaining 51.6% can be explained by other variables not contained in this study. While the Service Quality variable shows an R-Square value of 0.861, meaning that the Service Quality variable can be explained by the Quality of Public Policy by 86.1% and the remaining 13.9% can be explained by other variables not contained in this study.

4.1.2. Hypothesis Testing

The structural relationship model test is a model in describing the relationship between variables in research. Structural model testing is done through tests using PLS software and mediation tests using the Sobel Test. The basis used in testing the hypothesis directly is the image output and the value contained in the path coefficients output. The basis used to test the hypothesis directly is if the p value < 0.05 (significance level = 5%), then it is stated that there is a significant effect of exogenous variables on endogenous variables. The following is a complete explanation of hypothesis testing:

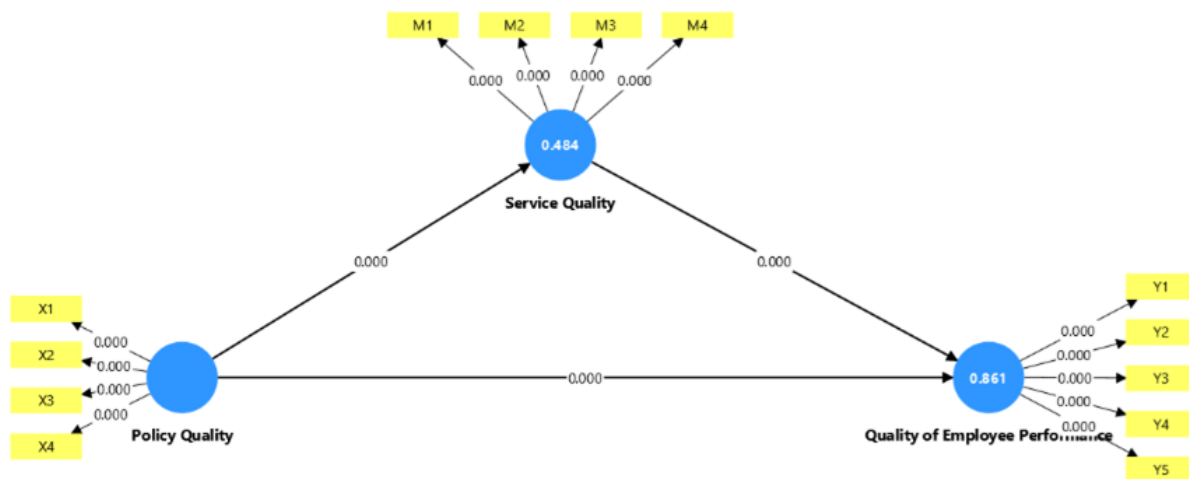


Figure 3. Hypotesis Testing
Source: processed by the researcher (2025)

Table 8. Hypotesis Testing

Variable	Original Sample (O)	Sampel Mean (M)	Standart Deviation (STDEV)	T-Statistic (O/SDEV)	P-Value
Policy Quality -> Quality of Employee Performance	0,696	0,693	0,053	13,106	0,000
Policy Quality -> Service Quality	0,635	0,634	0,057	11,227	0,000
Quality of Employee Performance -> Service Quality	0,367	0,368	0,062	0,062	0,000

Source: processed by the researcher (2025)

PLS performs statistical testing on the correlation that has been determined in the hypothesis. The technique applied to the simulation concept through the bootstrapping method is related to the sample. The results of the PLS bootstrapping analysis are as follows:

- The Effect of Policy Quality on Employee Performance Quality**
The effect of policy quality on the quality of employee performance directly shows a coefficient value of 0.696, p-values of 0.000 and t-statistics of 13.106. The p-values of 0.000 are less than 0.05 and the t-statistic value of 13.106 is greater than the t-table of 1.64. These results indicate that Policy Quality has a significant effect on Employee Performance Quality directly. So that the hypothesis which states that there is an effect of policy quality on the quality of employee performance directly is accepted.
- Effect of Policy Quality on Service Quality**
The effect of policy quality on service quality directly shows a coefficient value of 0.635, a p-value of 0.000 and a t-statistic of 11.227. The p-value of 0.000 is less than 0.05 and the t-statistic value of 11.227 is greater than the t-table of 1.64. These results prove that policy quality has a significant effect on service quality directly. The hypothesis that states the effect of policy quality on service quality is directly accepted.
- The Effect of Employee Performance Quality on Service Quality**
The results of the third hypothesis test are the effect of the quality of employee performance on service quality directly proving the coefficient value of 0.367, the p-values of 0.000 and the t-statistic of 5.914. The p-value of 0.000 is less than 0.05 and the t-statistic value of 5.914 is higher than the t-table of 1.64. These results explain that the quality of employee performance has a significant effect on service quality directly. The hypothesis that there is an effect of employee performance quality on service quality is directly accepted.

4.1.3. Mediation Test

Mediation test is applied to detect the position of the mediating variable of the model.

Table 9. Mediation Test

Variable	Original Sample (O)	Sampel Mean (M)	Standart Deviation (STDEV)	T-Statistic (O/SDEV)	P-Value
Policy Quality -> Employee Performance Quality -> Service Quality	0,255	0,254	0,045	5,657	0,000

Source: processed by the researcher (2025)

The quality of employee performance can be an intervening medium to positively influence the quality of policies on service quality in the Probolinggo Siaga 112 emergency handling program. Based on the results of testing the policy quality variable on service quality through the quality of employee performance as an intervening variable which has a t-statistic value of 5.657 and p-value of 0.000, it is accepted. The reason is that the t-statistic is greater than 1.96 and the p-value is smaller than 0.05. So It can be concluded that the Employee Performance Quality variable affects the relationship between policy quality variables and the quality of Probolinggo Siaga 112.

4.2. Discussion

4.2.1. The effect of policy quality on the quality of employee performance

The results of research and testing show and prove the influence of policy quality on the Alertness Probolinggo 112 on the quality of employee performance. This means that the quality of the policy is getting better or the value of the quality of the policy is high, causing the quality of employee or apparatus performance to be better or higher. The quality of the Probolinggo Siaga 112 policy which gets a good test value indicates that it has a positive and significant effect on the quality of employee performance in the emergency handling program in Probolinggo City. The implication of the research results is that the level of quality of apparatus performance in handling emergencies in Probolinggo City can further improve with an increase in policy quality. Improving the quality of policies can be implemented by maintaining, evaluating, and supervising policy making both from the policy planning stage such as agenda setting and policy formulation as well as policy implementation such as policy implementation and evaluation of policy benefits.

This is consistent with other research Destriana et al. (2023) explains that improved e-government policies and governance will have a direct and significant impact on employee performance. In addition, there is research by Abdurachman (2025) the implementation of better policies will have a significant impact on improving the performance of civil servants. This shows that the quality of policies has an impact on the quality of employee performance.

4.2.2. Effect of policy quality on service quality

The results of research and testing show and prove the influence of policy quality on Probolinggo Siaga 112 on the quality of emergency services. This means that the quality of the policy is getting better or the value of the quality of the policy is high, causing the quality of public services in the field of emergency is getting better or higher. The quality of the Probolinggo Siaga 112 policy which gets a good test value indicates that it has a positive and significant effect on the quality of service in the field of emergencies in the Probolinggo Siaga 112 program. The implication of the research results is that the level of service quality in the field of emergencies in the Probolinggo Siaga 112 program can be further improved by improving policy quality. Improving the quality of policies can be applied by maintaining, evaluating, and monitoring policy making both from the

policy planning stage such as agenda setting and policy formulation as well as policy implementation such as policy implementation and evaluation of policy benefits.

This is relevant to research by Nur & Pefriyadi (2023) explaining regional policies has a positive influence on the quality of public services. Other studies also support the results of studies such as Puspitasari et al. (2025) the implementation of well-designed policies will have a positive and significant impact, both partially and simultaneously, on improving service quality. This shows that the quality of policies has an increasing influence on the quality of public services.

4.2.3. The effect of employee performance quality on service quality

The results of research and testing show and prove the influence of the quality of employee performance on the handling of emergency services through Probolinggo Siaga 112 on the quality of public services in the emergency field of Probolinggo City. This can be interpreted as the quality of the performance of employees or apparatus that is getting better or the value of the quality of the performance of the apparatus or apparatus is high, causing the quality of public services in the field of emergencies to be better or higher. The quality of employee performance in the Probolinggo Siaga 112 program which gets a good test value indicates a positive and significant influence on the quality of service in the field of emergency in the Probolinggo Siaga 112 program. The implication of the research results is that the level of service quality in the field of emergency in the Probolinggo Siaga 112 program can be further improved by improving the quality of employee performance or apparatus performance. Improving the quality of employee performance can be applied by increasing self-potential in ability, optimizing work results, work processes, and being enthusiastic at work.

This is in line with research conducted by Taufiqurrahman et al. (2024) explains that improved performance contributes positively to high-quality public services. Research by Salsabila & Suryani (2025) also supports the view that employee performance has a significant and substantial impact on public services. This shows that the higher the quality of employee performance, the greater the impact on the quality of public services.

4.2.4. The effect of policy quality on service quality with the intervening medium of employee performance quality

The results of research and testing show and prove that the quality of employee performance is an intervening medium or mediates the effect of policy quality on service quality. Service quality can be realized starting with an improvement and improvement in the quality of employee performance or the quality of apparatus performance. And the quality of employee performance or the quality of apparatus performance can be formed if the value of the quality of policies formed by stakeholders is getting better and has a high value. This research indicates that the quality of service in handling emergencies has a good value because there is an influence from the intervening media on the quality of employee performance or the quality of apparatus performance in the running of the Probolinggo Siaga 112 program. A good program that can run well is also influenced by the quality of the policy. This means that the emergency handling program in Probolinggo City has a high value and is getting better because the quality of the Probolinggo Siaga 112 policy also has a good and high value. In essence, the good quality of the Probolinggo Siaga 112 policy will affect the quality of performance of employees or apparatus in carrying out each program contained in the policy, and the better quality of employee or apparatus performance will have an impact on the quality of emergency services in Probolinggo City.

In fact, there has been no research that specifically discusses how policy quality affects the quality of public services, which is mediated by employee performance quality. However, research by Kusuma et al. (2024) having similar topics related to policy and

performance in public services influences the achievement of minimum service standards. In addition, there is research by Kalora et al. (2023) which explains that policies and performance have an impact on service quality. This means that policy quality, performance quality, and service quality are interrelated.

5. Conclusion

The purpose of this research is to obtain the results of the Influence of the Quality of NTPD Policy 112 Probolinggo City on the Quality of Emergency Handling Services through the Quality of Employee Performance as an intervening medium. As well as to increase understanding of the direct and indirect effects between research variables. In accordance with the results of research and discussion, it can be concluded that Policy Quality is proven to significantly influence the Quality of Employee Performance directly; Quality of Employee Performance is proven to significantly affect Service Quality directly; and Policy Quality is proven to significantly affect Service Quality directly. As well as there is an indirect influence, namely the Quality of Employee Performance is proven to be intervening in influencing the Quality of Policy on Service Quality.

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