



# The Influence of Discipline and Competence of Employees on the Quality of Public Service

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**ABSTRACT:** Discipline and competence of employees are needed to improve quality service. This study will describe the discipline and competence of the service quality. The research methods used in this study are quantitative with survey techniques. The sample in this study consisted of employees and the public. The determination of samples is done in total sampling and random sampling. The data sources in this study are primary and secondary data. The analytical techniques used in this study use pathway analysis with the help of the SPSS Version 20.0 program. The study results proved that employee discipline proved to have a positive and significant effect on the service quality. Competence is proven to have a positive and significant effect on the service quality. Discipline and competence of employees proved to have a positive and significant effect on the service quality. Improved employee discipline can be done by increasing the joint disciplinary movement, mainly focusing on punctuality, employee understanding, productivity, and rigor in work. The improvement of competence can be done by providing education and training to the Office of Religious Affairs (KUA). Education fosters employee intelligence through formal and non-formal education while training to improve skills is carried out continuously. Improving the service quality is done by improving and implementing the implementation of excellent services that are carried out gradually and adjusted to the weakness factors that have.

**KEYWORDS:** Discipline, Employee Competence, Service Quality

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## I. INTRODUCTION

Service is the foremost essential task of the apparatus figure as a state servant and servant of the community. This task has been clearly outlined in the opening of the 1945 Constitution paragraph four, which includes 4 (four) aspects of the apparatus's essential services to the community, namely protecting the entire Indonesian nation and all Indonesian blood, advancing the general welfare, educating the life of the nation and implementing world order based on independence, lasting peace and social justice. And made clear again in the Decree of the Minister of Utilization of State Apparatus No. 63 of 2003, which outlines the general guidelines for implementing public services. Service as a process of meeting needs through the activities of others directly is a concept that is always actual in various institutional aspects. Not just on business organizations but has expanded more broadly on the organizational order of government organizations.

People's lives continue to change due to the progress that has been made in previous development processes and rapid advances in science and technology. The change that can be felt now is a change in people's mindset in an increasingly critical direction. This is possible because the more intelligent people are and understand their rights and obligations as citizens. The condition of such a society demands the presence of a government that can meet various needs in all aspects of their lives, especially in getting the best service from the government. But the tendency that occurs, services that should be directed to the general public are sometimes turned into community service to the state Inu Kencana Syafie in (Sinambela, 2010, p. 4), even though the state stands is actually in the interests of the people who founded it. This means that bureaucrats must provide the best service to the community. Osborn and Plastrik (Sinambela, 2010, p. 4) characterize the government (bureaucrats) as expected above as a government-owned by the community, namely the government (bureaucrats) who transfer the authority of control they have to the community. Society is empowered to control the services provided by the bureaucracy. With the control of the public service community will be better

because they have a commitment, so that the services provided by bureaucrats are interpreted as obligations not rights because they are appointed to serve the community. Therefore, a strong commitment must be built to provide services that are more responsive to the needs of the community.

But today, it is still often felt that the quality of public services is far from the community's expectations. Moreover, the nature of public goods becomes a government monopoly, especially local government agencies, and there is almost no comparison from other parties. This kind of practice creates conditions that degrade the community's bargaining position as the use of services from the government, thus forcing the public to accept and enjoy inadequate services without protest inevitably. In this regard, (Sinambela, 2010, p. 43) argues that the government needs to create a competitive atmosphere in service delivery, government-oriented to market needs, not bureaucratic, and decentralized and more proactive government.

As a service provider for the community, the government must provide quality services. Especially in the era of regional autonomy, the skin of government apparatus services will be increasingly challenged to be optimal and able to answer the increasingly high demands of the community, both in terms of skin and in terms of quantity of services. In developing countries, we can see the quality of public services is a problem that often arises because in developing countries, generally, the demand for services far exceeds the government's ability to fulfill them so that the services provided by the government to the community are less fulfilled both in terms of skin and quantity.

Fundamentally, complaints about the low skin of public services have become a theme of everyday conversation. In a daily analysis newspaper on Monday, November 24, 2008, entitled "Indonesia ranks 69th in the handling of bureaucratic services," it was written that bureaucratic services in Indonesia are still relatively slow. This is in line with the Conclusions of the World Bank in the 2013 World Development Report, and the results of the Governance and Decentralization Survey (GDS) 2012 research turned out to describe public services in Indonesia is still very low. The study (Riko Riyanda, 2017) stated that several factors affect the non-running of public services properly, namely: first, bureaucratic, structural problems involving budgeting for public services. The second thing that affects the quality of public services is the cultural constraints in the bureaucracy. In addition, there are also factors of apparatus behavior that do not reflect serving behavior and instead tend to show behavior to be served. Even the Institute of Policy and Community Development Studies (IPCOS) (2013) said the low quality of public services in Indonesia because there is no strong motivation from employees to serve the community. According to research conducted by IPCOS, most people want to become employees because they can work casually and safely (in the sense of not being fired). In addition, by becoming an employee, a person can commercialize the duties and obligations that the state carries on him for personal gain.

Some of the above problems can be concluded that what is done by the government apparatus has not fully provided satisfactory services to the community; what is done is only a form of service based on obligations as government workers, not as public servants. The existence of such behavior causes the emergence of damaging accusations made by various circles against the government apparatus, such as the apparatus is considered less professional, convoluted (inefficient), low work discipline, corruption, neglect in conducting supervision in significant business activities involving state and community money and others as such. This is evidence of the low service quality provided to the community.

Related to the research location of the Office of Religious Affairs of Ligung District of Majalengka Regency, where one of the main tasks is to provide services to the recording, supervision, and reporting of marriage and referencing, as stated in PMA Number 39 of 2012 Chapter I Article 2 on the implementation of duties and functions in the implementation of services. As one of the public service units, the District Religious Affairs Office is required to be able to provide optimal community service. The large workload that covers several aspects of community service in the religious field requires standard facilities and pre-facilities and adequate service facilities. The Office of Religious Affairs services include wedding services, representation, service, brides-to-be guidance, construction of religious practice, taklim council, qibla direction measurement, halal product socialization, guidance on hajj, and religious consultation services. As the leading unit of the Office of the Ministry of Religious Affairs of the Republic of Indonesia, the District Religious Affairs Office becomes a critical point of concern to measure the image of the ministry of religion as a whole.

The results of previous research prove that employee work discipline has a significant influence on the service quality (Itang, 2015; Siswoyo & Susilawati, 2020; Wakhidah & Pramusinto, 2021); even in research conducted by (Ermayenti and Heryanto, 2019), disciplinary factors have a direct influence on public satisfaction. The discipline itself is the awareness and willingness of a person to obey all organizational rules and social norms that apply with good work discipline in employees; the higher the service quality will be achieved. According to Raviyanto in research (Amanah, 2017), work discipline is obedience in implementing the rules required or expected by the organization so that the workforce can carry out work in an orderly and smooth manner. In addition to discipline, employee competence can also affect the service quality. The study results (Rosmika et al., 2017) showed that employee competence influences community satisfaction through the

services quality. While in the study (Shavina et al., 2018), employee competence affects public satisfaction and affects employee behavior through the service quality. In contrast to research (Ihtiyar et al., 2014), the service quality is not only influenced by the competence of employees but can be influenced by Intercultural Competence.

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Competence as a person's ability to produce at a satisfactory level in the workplace also demonstrates the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raises the standard of professional quality in work. Spencer and Spencer (Palan, 2007), suggest that competence refers to the underlying characteristics of behavior that describe motives, personal characteristics (characteristics), self-concepts, values, knowledge, or expertise that a person who performs superior (superior performer) in the workplace.

## **II. LITERATURE REVIEW**

### **a. Discipline**

Discipline starts with creating norms in a group. Forming norms in a working group can occur in various ways; some use words expressed by superiors or colleagues as norms or rules in work. For group norms to run effectively, it is necessary to involve the participation of group members in its formation. Individual participation in the creation of norms allows the creation of understanding and awareness so that group norms are used as their norms. Discipline arises from the awareness of each member of the group to obey the organization's rules. The formation of group norms followed by socialization or introduction of these norms to all members of the group, it can be ascertained that individuals involved in the creation of norms do not or rarely violate the norms that have been outlined in the group (Bimo, 2001, p. 84).

Awareness of each member obeying the norm will facilitate achieving the group's goals. Norms have been established and established since the formation of groups, and norms change over a period, given the increasing needs and responsibilities. Members of a newly merged organization are usually required to sign a contract agreement that formulates company rules and the willingness of both parties (individuals and organizations) to abide by them. (Dale Timpe, 2001, p. 105) calls agreements between individuals and organizations psychological contracts. Less obvious psychological contracts cause many organizational and employee expectations to be unfulfilled.

A psychological contract is an implicit agreement between individuals and organizations. This contract details what each party expects to be awarded and accepted by each other. These expectations can consciously or unconsciously be psychological, social, economic, cultural, and educational. New employees may expect the organization to meet personal needs, such as a sense of security, stability, adequate supervision, proper responsibilities, job satisfaction, acceptance by others, personal growth, recognition, and rewards. Based on the view (Bimo, 2001, p. 84) as explained, the process of establishing work discipline starts from the creation of norms when the group's initial formation, the creation of the norm involves the participation of members of the organization. The involvement of organizational members in creating norms encourages the emergence of understanding and awareness to make it a personal norm so that it wants to obey the rules without coercion to achieve the organization's goals.

### **b. Employee Competence**

Competence is the essential trait possessed or part of a personality that is deep and attached to a person and predictable behavior in various circumstances and tasks of work as an encouragement to have achievements and the desire to strive to carry out the task effectively. This discrepancy in competencies distinguishes a superior actor from a limited achiever. Limited competence and unique competencies for a particular job are patterns or guidelines in the selection of employees (personal selection), succession planning, job appraisal (performance appraisal), and development (development).

Competence is the mastery of a set of knowledge, skills, values, and attitudes that lead to performance and are reflected in the habit of thinking and acting following according to the profession. Furthermore (Wibowo, 2007, p. 86), competence is defined as the ability to carry out or perform a job or task based on the skills and knowledge of work required by the job. Thus competence demonstrates skills or knowledge characterized by professionalism in a particular field as the most important. Competence as a person's characteristic relates to effective performance in a job or situation.

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#### **b. Service Quality**

Service quality is an effort to meet the needs and desires of customers or communities and accuracy in their delivery to offset the expectations of customers or communities. The government is required to provide quality public services. Sampara Lukman explained that the service quality is the service provided to customers following service standards that have been standardized as guidelines in providing services. The standard of service is a measure that has been determined as a good service" (Lukman, 1999, p. 14).

Based on the above opinion, the service quality is a service provided to customers following service standards standardized as guidelines in providing services. The service quality or servqual is reviewed from two dimensions, namely customers or communities that receive services and providers who provide services, in this case, who provide services, namely government apparatus. Your apparatus in providing services must be oriented to the community to create quality services. According to Tjiptono in his book entitled Principles of Total Quality Service, defines service management is a strategic and integrative management system involving all managers and employees and uses qualitative and quantitative methods to improve organizational processes continuously to meet and exceed the needs, desires, and expectations of customers" (Tjiptono, 2011).

The opinion expressed by Tjiptono that the understanding of service quality is a strategic system involving all work units or organizational units from leaders to employees to meet the needs expected by the community. The service quality is a desire and needs to be created by the apparatus and the community. Total quality service, to measure the quality of service with the Total Quality Service model.

### **III. RESEARCH METHODS**

The object of this research is employee discipline, employee competence, and quality of service. The subjects in this study were people in Ligung Subdistrict who had received marriage services from 2013 to 2014. This research was carried out at the Religious Affairs Office of Ligung District of Majalengka Regency. The approach used in this study is a quantitative approach with descriptive and verificative methods. Quantitative approaches prioritize the effectiveness of research design using numbers and statistical processing. A descriptive method is a research method that aims to describe a state or phenomenon as it is. In contrast, the verificative method is used to explain variables and aims to see whether there is a causality relationship between research variables.

The data collected in this study are primary and secondary. The primary data required in this study relates to the description of the variables of discipline, competence, and quality of marriage services and community satisfaction at the Office of Religious Affairs (KUA) in Ligung District of Majalengka Regency. The second data group was used to measure the causality relationship between the variables of discipline, competence, and quality of service and community satisfaction. Field research is used with questionnaire data collection techniques, observations, and interviews to obtain primary data. Secondary data collection technique is by studying journals, reports from related agencies, and other written works that have to do with this research, such as the Office of Religious Affairs profile in Ligung District of Majalengka Regency, organizational structure, and so on that support this research.

The population studied in this study is the community that has received services in the Office of Religious Affairs (KUA) of Ligung District of Majalengka Regency as many as 836 people during the period January 2019 - December 2019. The sampling technique is random sampling, while the sample calculation uses the slovin formula. Based on the slovin formula, the minimum number of samples taken is as many as 90 people. Before the data analysis, the questionnaire data was generated from respondents' answers collected and tabulated data into the Excell program, then first processing data to test the level of accuracy, reliability, and normality of data.

After passing the stages of testing the validity, reliability, and normality of the data and having met the test requirements, the next step is to perform descriptive analysis. Descriptive analysis aims to find out the actual condition picture of the variables of discipline, competence, quality of service, and satisfaction of the people of Majalengka Regency. After descriptive analysis of research data generated from questionnaires distributed to respondents, the next step is to conduct verificative analysis with path analysis. Before the path analysis is done, the data must be converted into interval data.

### **IV. RESEARCH RESULTS AND DISCUSSION**

The analysis of pathway coefficients for structural models is a variable of discipline and competence to the quality of service. The correlation coefficient value between discipline and competence of 0.797 indicates a strong relationship between discipline and competence. The results of processing path analysis using the SPSS program version 20.0 are described as follows :

Table 1. Coefficient of Discipline and Competency Variable Path

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.919	4.136		2.640	.010
	Kdisiplinan_X1	.531	.096	.555	5.514	.000
	Komptensi_X2	.296	.096	.310	3.082	.003

a. Dependent Variable: Kualitas\_Pely\_Y

Based on the table above, it can be known that the path coefficient value for the disciplinary variable is 0.555, and the competency variable is 0.310. The explanation of the value of the coefficient of determination is described in Table 2 as follows:

Table 2. Coefficient of Determination

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 <sup>a</sup>	.679	.671	4.74067

a. Predictors: (Constant), Komptensi\_X2, Kdisiplinan\_X1

Based on Table 2, it can be explained that the value of the coefficient of determination for both variables (discipline and competence) of 0.679, and the remaining 0.321 is explained by other factors outside the research model. From the two tables above, it can be written into the form of path analysis equations for the structure model as follows:

$$Y = 0,555 X_1 + 0,310 X_2 + 0,321 e.$$

From the equation above, it can be described into the output of the path analysis diagram as follows:

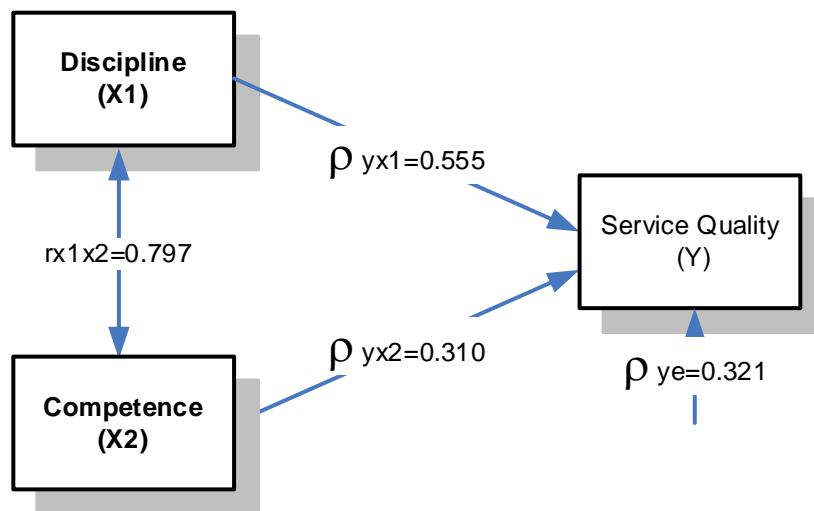


Figure 1. Structural Model Analysis

Based on table 1, it can be calculated about the amount of direct, indirect, total influence partially and total influence simultaneously. The direct influence exerted by the disciplinary variable (X1) on service quality (Y) is 30.80%. The direct influence exerted by competency variables (X2) on service quality (Y) is 9.61%. The indirect influence exerted by discipline (X1) on the quality of service (Y) through competence (X2) amounted to 13.71%. Indirect influence exerted by competence (X2) on service quality (Y) through discipline (X2) by 13.71%.

The total direct influence exerted by the discipline variable (X1) on service quality (Y) was 44.51%. The total direct influence of competency variables (X2) on service quality (Y) is 23.32%. The influence exerted



by the discipline and competency variables simultaneously amounted to 67.83%. The effect exerted by other variables outside the study was 32.17%. Hypothesis testing in this study is divided into partial and simultaneous hypothesis testing. As for partial hypothesis testing to answer from the formulation of problems and hypothesis statements, described as follows:

Table 3. Effect of Work Motivation (X1) on Employee Performance (Y)

Structural	Path coefficient	t value	Sign.	Conclusion
$\rho_{yx1}$	0.555	5.514	0.027	<b>Ho is rejected</b> , there is an effect of X1 on Y

The calculation results above show the value of the path coefficient of 0.385; the calculated t value is 5.514 with a significance level ( $\alpha$ ) = 5%. the Sign value is obtained. = 0,000. Following the results obtained, namely Sign. (0,000) < 0.05 and t-value (5,514) > t-table (1,968) H0 is rejected, and H1 is accepted. Thus it can be concluded that work motivation influences employee performance. The next test is described in the following variables :

Table 4. Effect of Work Discipline (X2) on Employee Performance (Y)

Structural	Path coefficient	t value	Sign.	Conclusion
$P_{yx1}$	0.310	3.082	0.003	<b>Ho is rejected</b> , there is an effect of X2 on Y

The calculation above shows the path coefficient value of 0.354, and the calculated t value is 2,055 with a significance level ( $\alpha$ ) = 5%. the Sign value is obtained. = 0.003. Following the results obtained, namely Sign. (0.003) < 0.05 and t-value (3,082) > t-table (1,968) H0 is rejected, and H1 is accepted. Thus it can be concluded that work discipline influences employee performance. Subsequent tests are tested simultaneously, which are outlined as follows::

Table 5. Simultaneous testing

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4129.092	2	2064.546	91.864	.000 <sup>b</sup>
	Residual	1955.230	87	22.474		
	Total	6084.322	89			

a. Dependent Variable: Kualitas\_Pely\_Y

b. Predictors: (Constant), Komptensi\_X2, Kdisiplinan\_X1

From the table above, it appears that the F-values is 91.862 with a Sign value. = 0,000, less than 0.05 ( $\alpha$ ), thus H0 is rejected, and H1 is accepted so that it can be concluded that discipline and competence affect the quality of service. The results of track analysis and hypothesis tests obtained the results of hypothesis tests for the quality of service are acceptable. This is based on correlation coefficient values, coefficients, t-values, and F-values that all have relatively good values. The total influence of discipline on the quality of service is 44.51%, with the at-count value of 5,514, so that discipline has a significant impact in improving the quality of service. The results of this study strengthen the statement (Purwanto & Wahyuningsih, n.d.; Suryana & Wahab, 2020), which describes quite detail to increase the discipline of its effect on the quality of service. The discipline itself is the awareness and willingness of a person to obey all organizational rules and social norms that apply with good work discipline in employees; the higher the quality of service will be achieved. According to (Ravianto, 2003, p. 107), work discipline is obedience in implementing the rules required or expected by the organization to carry out work in an orderly and smooth manner.

Based on the analysis results obtained, the competence of employees has a total influence of 23.32% with an at-count value of 3.08. Based on the results of statistical tests on the analysis of the track, it is obtained that the value of t-count is greater than the value of t-table so that that competence can be identified empirically affects the service quanta. The results of this study support the research statement from (Dwjisusilo, Kristyan,

2017; Eriswanto, Elan, n.d.; Zuamah, 2007) in their respective research proves that competence has a positive influence on improving the quality of service.

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Competence as a person's ability to produce at a satisfactory level in the workplace also demonstrates the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raises the standard of professional quality in the job. The determinant coefficient of the two variables is 0.679. The total influence of employee discipline and competence on the quality of service is 67.0%. The remaining 32.10% is influenced/explained by other variables outside the study. The results of this study support the research conducted by (Yusmadi, 2016) that discipline and competence simultaneously positively influence the quality of public services. Therefore, the strong influence of employee discipline and competence on the quality of service is indicated that the quality of service will be good if followed by good discipline and employee competence.

## V. CONCLUSION

The study results prove empirically that employee discipline has a positive and significant effect on the quality of service. Improved employee discipline can be done by increasing the joint disciplinary movement, mainly focusing on punctuality, employee understanding, productivity, and rigor in work. Competence is proven to have a positive and significant effect on the quality of service. Competency improvement can be done by providing education and training to KUA employees. Education fosters employee intelligence through formal and non-formal education while training to improve skills is carried out continuously. The discipline and competence of employees proved to have a positive and significant effect on the quality of service. Improving the quality of service is done by improving and implementing the implementation of excellent services that are carried out gradually and adjusted to the weakness factors that have.

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