



THE EFFECT OF WORK DISCIPLINE AND SERVICE QUALITY ON COMMUNITY SATISFACTION OF SUNGAI SUB-DISTRICT JAMBI, INDONESIA

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Abstract

The research is proposed to test the influence of work discipline and service quality on community satisfaction. The population in this study was the Sungai Penuh City community who had received service for the last 3 months at 185 Kantor Camat Sungai Penuh. Furthermore, by using the Slovin formula, a sample size of 127 people was chosen with a sampling technique based on Proportional Cluster Random Sampling. This study uses primary data and secondary data. Data analysis techniques used are path analysis and hypothesis testing using t test test with data analysis using SPSS version 20. The results of the study based on showing that partially work discipline and service quality have a positive and significant effect on community satisfaction. The results also show that service quality variables role an intervening variable between work discipline and community satisfaction

Keywords: Work Discipline, Service Quality, Community, Satisfaction

INTRODUCTION

Government apparatus is a human resource figure who plays an important role in determining the success of public organizations in providing services. Therefore we need human resources who have high work discipline. A good work discipline reflects the amount of employee responsibility for the tasks assigned. More work discipline comes from within the employee itself which is shown in the form of complying with existing regulations within the company, completing the task on time.

The government has an important role to provide public services as stated in the Law. Law Number 25 of 2009 concerning public service article 1 states that "Public services are activities or series of activities in order to fulfill service needs in accordance with the laws and regulations for every citizen and population for goods, services and administrative services provided by public service providers."

The Sungai Penuh City Sub-District Office is a sub-district level office or service agency. The Sungai Penuh City Camat Office in providing services to the community has not been maximized. Based on the author's observations in the field of service procedures at the Sungai Penuh City Sub-District Office, it is unclear in the absence of an information board that explains the service procedures shown to the public (customers), so that people find it difficult when entering the Sungai Penuh District Head Office. People who have an interest in obtaining information related to services by asking one employee then the employee will give direction to the community concerned in accordance with their interests. In addition to service procedures, products or service results provided by the Kota Sungai Penuh Sub-District Office in the form of information. The particular information provided by the Sungai Penuh City Sub-District Office was not maximal due to the absence of an information board at the Sungai Penuh District Head Office.

There is also no waiting room or special chair at the Sungai Penuh District Head Office for the waiting queue. The waiting room or special chair used to wait is a part that needs to be considered in public services. The waiting room or special chair used to wait is a facility that must be in the service process so that the community feels comfortable while waiting for the queue to be given service. Besides there is no waiting room, there is also no parking space or special land used for parking. The absence of waiting rooms and parking spaces is a problem that must be considered so that people feel comfortable and safe with the services provided by the Sungai Penuh District Head Office staff. The number of employees who do not meet the standards also hinders the service process. There are only 31 employees in the Sungai Penuh District Head Office, so it is not comparable to the large number of people in Kota Sungai Penuh District.

Based on the results of the survey it was alleged that the community was less satisfied with the services provided by the Sungai Penuh Sub-District Office staff. The government as a public service provider is responsible and continues to strive to provide the best service to the community. The low quality of public services provided by government officials is a bad image of the government in the community. Some people who have dealt with the bureaucracy always complain and are disappointed with the services they provide.

The results of interviews with several community members who have dealt with revealed that there are a number of people to date who still underestimate the performance of the bureaucracy. As a result, many service users or communities take shortcuts using the services of brokers to manage their needs related to the government bureaucracy. Services provided in general have not satisfied the community. The services provided are too convoluted with various reasons that are less acceptable to the community, so the services provided tend to be ineffective and inefficient. Such conditions make the community as users of public services unsatisfied. All of that resulted in the community being reluctant to take care of everything related to the government bureaucracy directly.

The low level of community satisfaction is also thought to be due to the reduced discipline of employees of the Sungai Penuh Sub-District Office. Discipline is a person's awareness and willingness to obey all applicable company regulations and social norms. The provision of work discipline penalties aims to improve the work system and educate every employee who prohibits the regulations. With the existence of work discipline regulations that contain the principal obligations, functions and duties of an employee will be a measuring factor in achieving good employee performance. An employee is said to be disciplined if he fulfills three factors, namely obeying work time, doing a good job, obeying all rules and social norms. A good work discipline is reflected in the sense of responsibility of employees in completing particular task on time, low levels of employee delays due to enthusiasm and passion, and increased employee efficiency and productivity as indicated by low employee absence rates.

The low work discipline of the employees of the Sungai Penuh District Head Office can be seen from the level of absenteeism of employees which is a reflection of the dissatisfaction of an employee with his job. The level of absenteeism of the employees of the Sungai Penuh District Office can be seen in table 1.

Table 1 The absentee level of the Sungai Penuh Sub-District Office Officer

Month	Number of Employees (Person)(1)	Working days(Day) (2)	total Default (Person) (3)	Absence Rate (4) $\frac{3 \times 100\%}{1 \times 2}$
January	31	22	1	0,15%
February	31	21	2	0,31%
March	31	22	3	0,44%
April	31	21	3	0,46%
May	31	23	4	0,56%
June	31	21	4	0,61%
July	31	22	4	0,59%
August	31	23	2	0,28%
September	31	20	4	0,65%
October	31	23	3	0,42%
November	31	22	4	0,59%
December	31	20	5	0,81%

Source: Data from the Sungai Penuh District Head Office (processed), 2017

Based on Table 1, there is an increase in absenteeism from January to July 2017, from 0.15% to 0.59%. This means that of the 31 employees who worked in that month, 0.15% to 0.59% of them did not enter work and there could be suspected problems related to work discipline. In December it is the highest absenteeism rate during the 2017 fiscal year, which is 0.81%.

Based on the survey that the authors did on the Sungai Penuh City Sub-District Office Employee also found several phenomena or symptoms that arise as a result of not paying attention to work discipline, among others: (1) The absentee level is absent every month as evidenced by the average monthly employee absent as many as 7 people from the number of employees, some employees who were late to work hours, and returned to work before office hours ended, and still found some of the employees who left during work hours without permission from their superiors. (2) There are still some employees who have not used the time (hours) of work as well as possible and delay the completion of work, still note effective service and timeliness carried out by the Sungai Penuh District Head Office.

There is still a lack of clarity in the application of sanctions imposed on employees who violate applicable regulations.

Service is an important factor in developing a system for providing services that are appropriate to the needs of students. In addition, internal factors such as employee aspects, speed of supporting facilities, and facilities and infrastructure as well as external aspects which

include geographical factors and community factors also influence satisfaction. Services provided to the community so that people get satisfaction with the services provided, namely access, employee responsibility, communication, quality of service received, personal service, facilities, so that the community's interest in using the Sungai Penuh Sub-District Office facility facilities as to provide service providers. The Kota Sungai Penuh Sub-District Office staff must be professional towards the whole community. Employees are required to provide comprehensive and professional services in providing services.

In connection with the above, then in carrying out their duties and responsibilities as government officials and public servants, in order to improve their work discipline in public services, the employees concerned understand and know how the process of public service is good (prime). As the public hopes that public services are carried out wholeheartedly by government officials and in accordance with public needs.

Based on the background of the problem, the following problems can be formulated:

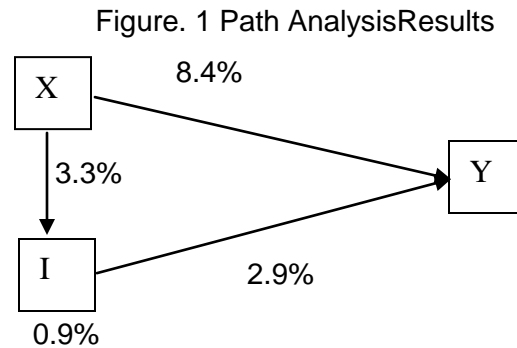
- (1) What is the influence of the work discipline of the Sungai Penuh Sub-District Office staff on the satisfaction of the Sungai Penuh Sub-District community?
- (2) How does the influence of work discipline affect the service quality of the Sungai Penuh Sub-District Office staff?
- (3) How is the role of service quality as an intervening variable between the discipline of work of the Sungai Penuh Sub-District Office staff and the satisfaction of the Sungai Penuh Sub-district community?

RESEARCH METHOD

The design of this study is causal research, namely research that analyzes the relationship between one or more variables with other variables (Bungin, 2010). In the context of this study, the variables in question are work discipline, service quality, community satisfaction. The object of this research is the Sungai Penuh District community Proportional Cluster Random sampling technique is simple random sampling based on cluster (group) and proportional". The number of samples is determined based on the calculation of the Slovin formula with a tolerable error rate of 5%. By using this formula, the number of 127 people in Sungai Penuh City who are dealing with the Sungai Penuh Sub-District Office is obtained. The types and sources of data in this study use primary data and secondary data. This data collection technique is done through questionnaires. The instrument of this research is to use questionnaires with a Likert scale. Before the questionnaire is used, validity and reliability tests are used first. The data analysis technique in this study uses path analysis. Furthermore, hypothesis testing is done by t test and significance = 0.05.

RESULTS AND DISCUSSION

Before using path analysis, a prerequisite test was conducted, namely (1) normality test (2) heteroscedasticity test. From the results of the test, it fulfills the requirements to use path analysis. The path analysis results can be selected in the picture below.



Effect of Work Discipline (X) on Community Satisfaction(Y)

When viewed from the TCR results for the Work Discipline variable of 59.13% or included in the Not Good category, it must be maximally increased. Meanwhile the results of hypothesis 1 indicate that work discipline has a positive and significant effect on community satisfaction at the Sungai Penuh Sub-District Office. Thus, if the work discipline of employees is increased, community satisfaction will also increase.

The results of simple linear regression analysis the influence of work discipline on community satisfaction has a coefficient of 0.289 with a value of $t_{count} > t_{table}$ ($3.279 > 2.04841$). This shows, that the work discipline has an influence on community satisfaction of 0.289 and the discipline of workplace has a positive and significant influence on community satisfaction so that the higher the work discipline that employees have, the higher the satisfaction of the community. If work discipline is increased, community satisfaction will increase by 28.9%.

The results of the study are in line with the research conducted by Widya Arum Vellayati from the Faculty of Economics, Yogyakarta State University entitled "The Effect of Quality of Public Service and Employee Work Discipline on Community Satisfaction DiiRowosari Village Office in Ulujami District Pematang Regency". The results of the study show that; (1) there is a positive and significant influence on the quality of public services on community satisfaction with $r_{Xy} = 0.596$; $r^2_{Xy} = 0.355$; $t_{count} (7.341) > t_{table} (1.984)$ at the significance level of 5%; and effective contribution of 14.4%; (2) there is a positive and significant influence of employee work discipline on community satisfaction with $r_{ly} = 0.704$; $r^2_{ly} = 0.495$; $t_{itung} (9,810) > t_{table}$

(1,984) at the significance level of 5%; and effective contribution of 38.6%; (3) there is a positive and significant influence on the quality of public services and employee work discipline on community satisfaction with $R_y(1,2) = 0,728$; $R_{2y}(1,2) = 0,529$; the value of $F_{count}(54,547) > F_{table}(3,090)$ at the significance level of 5%; and effective contribution of 52.9%.

So if the District Office of Sungai Penuh Sub-District wants to increase community satisfaction then it must improve the work discipline of its employees, because if not then community satisfaction decreases. Work discipline that is well-owned by employees tends to increase community satisfaction, as well as if the opposite happens.

Effect of Service Quality (I) on Community Satisfaction(Y)

When viewed from the TCR results for the Service Quality variable of 59.94% or included in the Not Good category, it must be maximally increased. Meanwhile the results of hypothesis 2 show that service quality has a positive and significant effect on community satisfaction at the Sungai Penuh Sub-District Office. Thus, if the quality of employee services is increased, community satisfaction will also increase.

The results of simple linear regression analysis influence the quality of service on community satisfaction has a coefficient of 0.172 with a value of $t_{count} > t_{table}(3.833 > 2.04841)$. This shows, that service quality has an influence on community satisfaction of 0.172 and service quality has a positive and significant effect on community satisfaction so that the higher the quality of service possessed by employees then there is a tendency for higher community satisfaction. If service quality is improved, community satisfaction will increase by 17.2%.

The results of the study are in line with research conducted by researchers from the Palembang Sriwijaya State Polytechnic namely Dibyantoro and Nani Cesimarini (2012) entitled "The Effect of Service Quality on Customer Satisfaction at CV Hapsari Palembang. The regression test results show that the empathy variable is the most dominant variable and the variable that most influences customer satisfaction with an influence level of 55.9%. The research was conducted by researchers from Diponegoro University, Semarang, namely Hardiyanti (2010) with the title "The Effect of Service Quality on Consumer Satisfaction Using Pegiliran Tea Plantation Villa Services." The results of this study have a significant direct relationship, between direct evidence (tangible) and customer satisfaction, but different things happen with the other four variables.

So if the Sungai Penuh District Head Office wants to increase community satisfaction then it must improve the quality of its employee services, because if not then community

satisfaction decreases. Good service quality owned by employees tends to increase community satisfaction, as well as if the opposite happens.

Effect of Discipline (X) on Service Quality(I)

The results of simple linear regression analysis the influence of work discipline on service quality has a coefficient of 0.182 with a value of $t_{count} > t_{table}$ ($3.254 > 2.04841$). This shows, that work discipline has an influence on service quality of 0.182 and work discipline has a positive and significant influence on service quality so that the higher the work discipline that employees have, the higher the quality of service. If work discipline is increased, the quality of service will increase by 18.2%.

The results of the study are in line with the research conducted by Agustina Luhung Nyangun (2012) entitled "The Influence of Work Discipline on Improving the Quality of Public Services in the Labor Office of West Kutai Regency". The results of this study indicate that employee work discipline has an effect on improving the quality of public services in the West Kutai district Manpower Office. Then the magnitude of the influence of work discipline on improving the quality of public services in the Labor Office of West Kutai Regency is equal to 8%, which means that the remaining 92% is influenced by other variables or other factors.

So if the District Office of Sungai Penuh Sub-District wants to improve the quality of service it must improve the discipline of work of its employees, because if not then the quality of service decreases. Work discipline that is well-owned by employees tends to improve the quality of service, as well as if the opposite happens.

Effect of Service Quality as an Intervening variable between Work Discipline and Community Satisfaction

The results of path analysis show that work discipline can have a direct effect on community satisfaction and can indirectly affect community satisfaction through service quality which is an intervening variable between work discipline and community satisfaction.

The magnitude of the direct influence of work discipline on community satisfaction is 8.4%, meaning that if the given work discipline increases by 8.4%, community satisfaction will increase by 8.4%. The magnitude of the influence of work discipline on service quality by 3.3% means that if the discipline of work provided increases 3.3% then the quality of service will also increase by 3.3%. The influence of work discipline on community satisfaction has the greatest influence compared to work discipline on service quality, therefore the Sungai Penuh Sub-District Office must further improve employee work discipline.

The indirect influence of work discipline on community satisfaction through service quality is 0.9%. This means that the higher the work discipline will lead to high quality of service and then it will lead to high community satisfaction and vice versa if the lower work discipline will cause low quality of service and then will lead to low community satisfaction.

The results of the study are in line with the research conducted by Gunadi et al. Entitled "Service Quality as an Intervening Variable Between Employee Competence and Work Culture towards Partner Satisfaction in One-Stop Integrated Services of Batam Free Trade and Free Port Zone Area".

The results of the analysis found that the results of the analysis showed that competence 1) employees were positive and significantly affected the quality of service. 2) positive work culture and significant service quality are influenced 3) service quality is not influenced by customer satisfaction competency 4) employees are significantly positive and significantly influenced by customer satisfaction 5) positive work and significantly affected by quality customer satisfaction 7) service does not play as an intervening variable on relationship between employee competency, work culture and customer satisfaction.

So if work discipline increases it will improve the quality of service so that it will increase the satisfaction of the community of the Sungai Penuh Sub-District Office. Work discipline that is well-owned by employees tends to improve service quality, then it will increase community satisfaction, as well as if the opposite happens if the low work discipline owned by employees tends to reduce the quality of service and then reduce community satisfaction.

CONCLUSIONS

Based on the research findings described in the previous chapter, some conclusions can be stated as follows: (1) The satisfaction of the community of the Sungai Penuh District Head Office according to the community is still included in the category of dissatisfaction, with an average score of 2.51 with the highest level of respondents (TCR) of 62.68%. This shows that community satisfaction is in the very low category. Thus it can be said that the community is dissatisfied with the Head of the Sungai Penuh Sub-District Office. (2) Work discipline at the Sungai Penuh Sub-District Office according to the community is still included in the bad category, with an average score of 2.96 with a respondent's level of achievement (TCR) of 59.13%. This shows that employee work discipline is in the very low category. Thus it can be said that the work discipline of the Sungai Penuh Camat Office staff is still low. (3) Service quality according to the community in receiving services from employees at the Sungai Penuh Sub-District Office is categorized as not good, with an average score of 2.95 with a respondent's capability rate (TCR) of 59.94%. This shows that service quality is in the very low

category. Thus it can be said that the service quality of the Sungai Penuh Camat Office staff is still low. (4) There is a positive and significant effect of work discipline variables on community satisfaction as evidenced by a coefficient of 0.289 with a value of $t_{count} > t_{table}$ ($3.279 > 2.04841$). This means that the better the work discipline will be the higher the level of community satisfaction in receiving services at the Sungai Penuh District Head Office. Therefore, the first hypothesis is accepted. (5) There is a positive and significant influence on the quality of service variables on community satisfaction as evidenced by the coefficient of 0.172 with the value of $t_{count} > t_{table}$ ($3.833 > 2.04841$). This means that the better the quality of service will be the higher the level of community satisfaction in receiving services at the Sungai Penuh District Head Office. Therefore, the second hypothesis is accepted. (6) There is a positive and significant influence on work discipline variables on service quality as evidenced by a coefficient of 0.182 with a $t_{count} > t_{table}$ ($3.254 > 2.04841$). This means that the better the work discipline will be the higher the satisfaction of the community in receiving services at the Sungai Penuh District Head Office. Therefore, the third hypothesis is accepted. (7) The results of path analysis show that personal characteristics can directly affect service quality and can indirectly affect service quality through competency which is an intervening variable between personal characteristics of service quality. The magnitude of the direct effect of personal characteristics on service quality is 4.5%. The magnitude of the influence of personal characteristics on competence is 7.32%. The indirect effect of personal characteristics on service quality through competence is 2.6%.

RECOMMENDATIONS

Based on the results of the analysis and discussion, the following can be conveyed some suggestions to the Office of Religious Affairs in Sungai Penuh Subdistrict as follows: (1) In connection with increasing community satisfaction, Clarity of Service Officers can be improved by providing standard operating procedures to officers who are responsible for providing services so that officers can find out their work and can serve the community to the fullest. The Sungai Penuh Sub-District Office must also be able to improve the environmental comfort of the community that will deal with the Sungai Penuh Sub-District Office, such as seating for the people queuing and cleaning the environment of the Sungai Penuh Sub-District Office. (2) Improving employee work discipline including increasing employee attendance where employees must be present on time and employees must ask permission if they cannot attend because when employees are absent they can be replaced by other employees so as not to hamper the process of service to the community. Work discipline can also be improved by the way employees have to go home on time because they can serve the community to the fullest.

(3) To improve the quality of service, among others, by increasing reliability, namely increasing public confidence in the ability of employees so that employees must understand the work and employees must be disciplined in carrying out their work.

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