The Influence of Discipline and Job Skills on Service Quality at the Regional Revenue Agency of the Way Kanan District

Risep Fantri Roza[1], Tri Novita[2]
[1,2] Badan Pendapatan Daerah Kabupaten Way Kanan
Email: risep.fantri@gmail.com

Abstract

The purpose of this study was to determine whether employee work discipline affects service quality at the Way Kanan Regency Regional Revenue Agency, whether employee work skills affect service quality at the Way Kanan Regency Regional Revenue Agency, and whether discipline and work skills affect service quality at the Way Kanan Regency Regional Revenue Agency. The research method used in this research is the survey method. By using the census method, it is intended that all populations are also sampled because the population is limited, which allows researchers to examine all populations using a questionnaire as a data collection tool. The results showed that there was a significant influence between discipline (a t value of 3.299 with a significance level of 0.002) and work ability (a t value of 2.031 with a significance level of 0.048) on service quality at the Way Kanan Regency Regional Revenue Agency.

Keywords: Discipline, Job Skiils, Service Quality

Introduction

Providing services to the community is one of the responsibilities of government agencies. This applies to all governments because, basically, the government comes from the power of the people, either directly or indirectly (Malik & Verawati, 2016). In general, the government has tried to create services that are more affordable, non-discriminatory, humane, accurate, and transparent. Basically, the government has made several efforts to provide services that are more affordable, non-discriminatory, humane, precise, fast, and transparent (Farida et al., 2018). In addition, these service standards have also been included in the Draft Law on Land Certification Services currently being drafted by the government. Nonetheless, it seems that the government's efforts are still not being maximized. The land certificate

service, which is notorious for its bureaucratic process and has drawn many complaints from the public as it continues to ignore the interests of the user community, is one indicator of this phenomenon.

According to Twizeyimana & Andersson (2019) after the implementation of regional autonomy, land certification has changed for the better. However, when viewed in terms of responsiveness and acting fairly, efficiency and effectiveness are still far from what is expected, and there are still some weaknesses, such as lack of responsiveness, lack of information, lack of accessibility, lack of coordination, bureaucracy, and in general, employees do not listen to complaints, suggestions, and aspirations from the community (Narteh, 2018). As a result, employees provide services as they are without any good changes from time to time. Thus, the main shortcoming of this institution is that the organizational structure was not created with community service delivery in mind and is full of hierarchies that hinder service delivery (Kasiri et al., 2017).

Inefficient services are also a result of the government's tendency to continuously perform two tasks at once, such as organizing and regulating functions (Farooq et al., 2018). Related to this, there are still various problems related to government services. There are several shortcomings in terms of services, including the difficulty of determining the output and quality of services provided by the government; government services do not recognize the term bankruptcy; and there are difficulties in government agencies in preventing the influence of the values and interests of bureaucrats on the interests of the people who should be served (Chatfield & Reddick, 2018). Government services should be one-way, with no expectation of reciprocity, such as the government receiving something in return from the people it serves (DePaula et al., 2018). However, the reality is different in the field; the public must use all their power and efforts for employees so that the public's interests can be properly resolved. This shows that the Indonesian bureaucracy still adheres to the principle that if something can be made difficult, why should it be made easy. In the current reform situation, why is the quality of services provided to the community considered to be declining and poor (Pratama et al., 2020).

Service quality can be assessed from job characteristics, task identity, job characteristics related to skills, task significance, and degree of autonom (Khan &

Khan, 2019). Work quality can also be determined through work discipline. Aspects of discipline are adherence to regulations, following official directions, keeping work schedules, wearing uniforms, maintaining office facilities properly, and always following procedures (Noverina et al., 2020). Based on empirical observations, several problems were found at the Way Kanan Regency Regional Revenue Agency related to the low employee discipline seen from the absence both at the time of checking in the morning apple and at the time of the afternoon apple before leaving the office. In addition, there is waste in the use of materials, as seen from some employees who use government facilities for personal purposes.

Based on empirical conditions, namely employee work discipline within the Way Kanan Regency Regional Revenue Agency and the low work skills of employees in completing this work, research was conducted to find out the truth with the title The Effect of Discipline and Work Skills on Service Quality at the Way Kanan Regency Regional Revenue Agency.

Literature review

a. Discipline

Discipline is a condition in which a person consciously joins an organization and obeys its rules, as well as utilizes existing facilities and resources in an effort to improve performance (Vanesa et al., 2019). According to Putra & Damayanti (2023) discipline is an effort made to establish a clear set of rules that will enable the creation of an efficient, productive, and orderly work environment. Work discipline shows employee obedience and responsibility for the rules, norms, and regulations that apply in the workplace. The implementation of good work discipline is very important to maintain productivity, efficiency, and a positive work atmosphere (Oktaviannur & Pratama, 2016). Thus, discipline is essentially obeying all the provisions of the agreement between the institution and its employees, as well as being serious, firm, or firm in attitude and behavior (Meulenbroek et al., 2018).

All forms of discipline basically aim to make a person behave in a manner approved by the organization. In other words, the goal is for a person to develop their character, spirituality, and decency while making positive social adjustments (Barusman, 2024). Thus, discipline is a rule that must be obeyed by every employee at all times to prevent violations that result from ignoring established norms

(Riwukore et al., 2022). According to Syarkani (2017) discipline can be improved in an institution or organization with the following actions: 1) preventive, namely activities carried out with the aim of encouraging employees to obey the rules so that no violations occur. 2) Corrective, which is an action taken when a violation has occurred to prevent further violations so that further activities are in accordance with existing regulations. 3) Progressive, which is an action to prevent repetition of violations by giving harsher punishment so that employees can improve themselves before being given punishment.

Therefore, employee discipline is one of the factors that affect organizational productivity, and because employee discipline determines the size of an organization, discipline needs to be enforced to increase organizational productivity in accordance with planned goals (Saleh, 2021). Thus, the best way to realize productive and efficient employees in providing services to the community is through employee discipline (Arif et al., 2019).

b. Job Skiils

Job skills are the ability to complete a task or job by using the knowledge and abilities possessed and a work attitude that is in accordance with expectations (Pawirosumarto et al., 2017). According to Hajiali et al., (2022) life skills education programs are programs that can provide useful and practical skills that are relevant to business prospects, labor market demand, and community potential for industry or economic growth. The purpose of life skills education is to equip future generations with the confidence and willingness to face life's challenges head-on without becoming discouraged, then come up with innovative solutions and strategies to overcome them (Sabuhari et al., 2020). With good skills, it is expected that they will be able to solve the life problems they face, including finding or creating jobs.

Life skills refer to a wide variety of abilities that a person needs to live a successful, happy life with dignity in society. According to Pio (2022) skills are defined as a person's ability to be brave and willing to face life's challenges directly without feeling hopeless, actively and creatively seeking and identifying answers to overcome them. According to Anwar (2006) skills have 4 types, namely personal skills, social skills, academic skills, and vocalization skills. Thus, in completing a job,

one must develop the character of critical thinking and problem-solving skills. This skill is also one of the skills in higher thinking (Parashakti et al., 2020).

c. Service Quality

One form of dedication of the state apparatus to the community in addition to the state is by providing public services carried out by the regional government. From an economic perspective, service is one of the means to fulfill people's desires as well as the existence of goods (Alfionita & Gunawan, 2020). Service is an action to help what others need (Prentice & Kadan, 2019). The purpose of the services provided by the local government is for the welfare of the community. Because service is considered an activity that provides services for the benefit of others, service quality is something that must be given special attention (Park & Jeong, 2019).
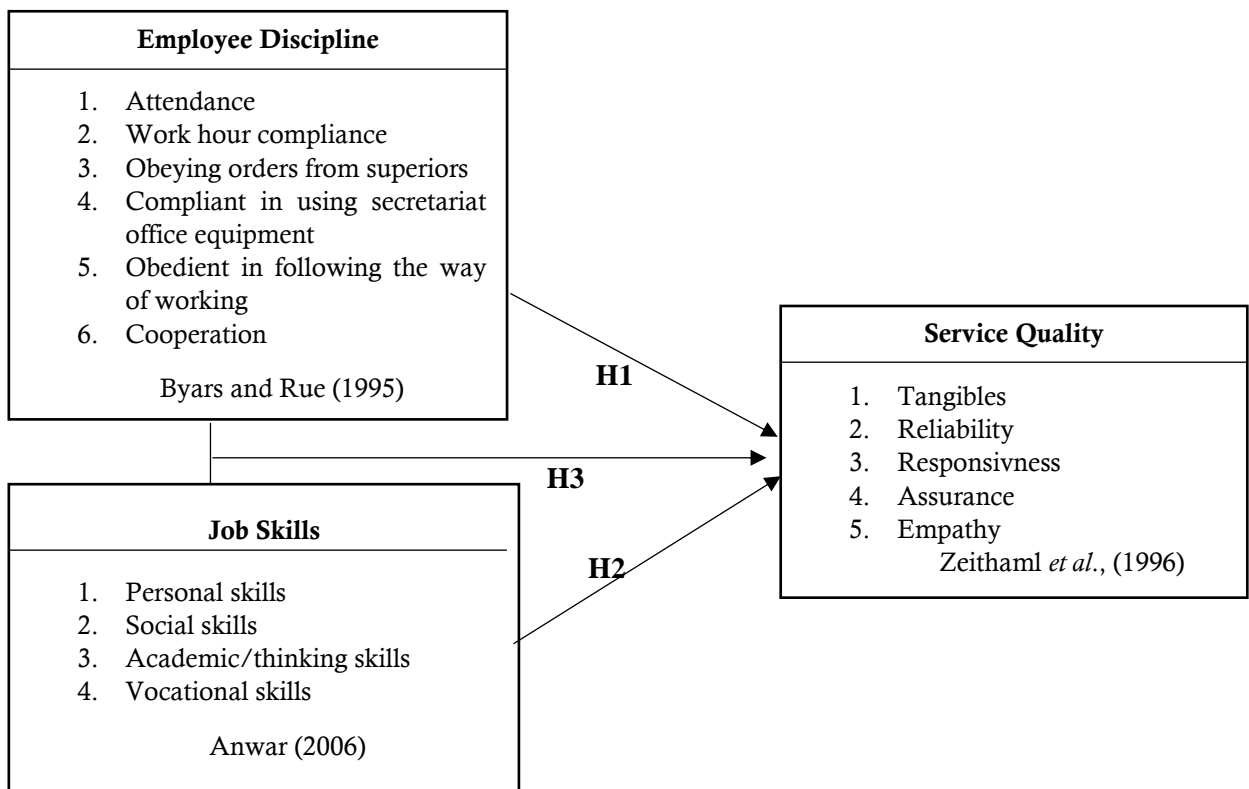
Framework

Figure 1. Framework

Hypothesis

The hypothesis in this study are:

1. Employee discipline has a positive and significant effect on service quality at the Way Kanan Regency Regional Revenue Agency.

2. Job skills have a positive and significant effect on service quality at the Way Kanan Regency Regional Revenue Agency.

3. Discipline and work skills have a positive and significant effect together on service quality at the Regional Revenue Agency of Way Kanan Regency.

Methode

The plan for this research is to use the survey method. This research was conducted at the Way Kanan Regency Regional Revenue Agency office. By means of the census, it is intended that all populations are also sampled because the population is limited, which allows researchers to examine all populations using questionnaires as a data collection tool. The sampling technique is multistage random sampling. That is, the sampling technique is stratified, and each level of the population is taken randomly, as much as 10 percent, with a precision of 10 percent. Thus, the number of samples was 57. The main data collection technique used in this study is a questionnaire. Data measurement in this study was carried out using a Likert scale. The complete operationalization of the research variables can be seen in table 1.

Table 1 Operasional Variable

Variable	Dimensions	Indicator
Employee Discipline	1. Attendance	1. Attendnace at work
	2. Working hour compliance	2. Roll call attendance
Kecakapan Kerja	1. Personal skills	1. Self-recognition ability 2. Ability to think rationally
	2. Social skills	1. Ability to communicate well 2. Ability to adapt to the work environment 3. Ability to cooperate
	3. Academic skills	1. Information gathering skills 2. Information processing skills 3. Decision-making skills
	4. Vocasional skills	1. Able to complete work within a certain time 2. Able to carry out technical work
	1. Tangibles	1. Completeness of facilities and infrastructure

Kualitas Pelayanan Publik		2. Room comfort 3. Staff adequacy
	2. Reliability	1. On time 2. According to procedure 3. Equality / equal treatment from officers
	3. Responsiveness	1. Respond quickly to customer needs 2. Acceptance of customer criticism and suggestions 3. Attentive
	4. Assurance	1. Security 2. Trust 3. Responsibility
	5. Emphaty	1. Desire to help customers 2. Service suitability to customer needs 3. Concern for customers

Source: Data processed, 2022

Result And Discussion

Validity Test

The research instrument will be tested for validity (the accuracy of the question) through construct validity and reliability through an internal consistency test using the Spearman Rank correlation formula, with the error rate used in testing the instrument being $\alpha = 0.05$ and for N = 10, the t table value is 1.750.

Table 2. Results of the Employee Discipline Variable Validity Test

No Item	R	t-count	t-table	Description
1	0.735	8.747	2.770	Valid
2	0.715	8.345	2.369	Valid
3	0.668	7.273	1.957	Valid
4	0.700	8.217	2.231	Valid
5	0.876	10.126	4.125	Valid
6	0.820	10.178	4.159	Valid
7	0.846	10.394	4.385	Valid
8	0.313	6.493	1.042	Valid
9	0.721	8.783	2.792	Valid
10	0.809	10.754	4.771	Valid
11	0.745	8.885	2.894	Valid
12	0.864	10.821	4.852	Valid

13	0.845	10.658	4.673	Valid

Source: Data processed, 2022

Based on table 2, it can be seen that the 13 statement items used in the Employee Discipline variable have a significant r correlation value. Thus, it is declared valid and acceptable for measurement of the Employee Discipline variable at the Way Kanan Regency Regional Revenue Agency.

Table 3. Results of the Validity Test of the Employability Variable

No Item	R	t-count	t-table	Description
1	0.755	8.967	2.958	Valid
2	0.726	8.354	2.345	Valid
3	0.659	7.062	1.053	Valid
4	0.721	8.243	2.254	Valid
5	0.687	7.235	1.256	Valid
6	0.712	8.157	2.168	Valid
7	0.668	7.173	1.184	Valid
8	0.625	7.136	1.147	Valid
9	0.676	7.234	1.256	Valid
10	0.724	8.245	2.268	Valid

Source: Data processed, 2022

Based on table 3, it can be seen that the 10 statement items used in the Employee Discipline variable have a significant r correlation value. Thus, it is declared valid and acceptable for measurement of the Employee Discipline variable at the Way Kanan Regency Regional Revenue Agency.

Table 4. Service Quality Variable Validity Test Results

No Item	R	t-count	t-table	Description
1	0.372	9.434	3.448	Valid
2	0.499	10.951	4.963	Valid
3	0.324	8.930	2.951	Valid
4	0.557	11.736	5.773	Valid
5	0.220	8.139	2.141	Valid
6	0.238	8.201	2.213	Valid

7	0.382	9.635	3.648	Valid
8	0.489	10.852	4.864	Valid
9	0.344	8.469	2.471	Valid
10	0.457	10.861	4.873	Valid
11	0.260	8.439	2.441	Valid
12	0.351	8.525	2.537	Valid
13	0.272	8.478	2.482	Valid
14	0.251	8.425	2.437	Valid
15	0.295	8.951	2.963	Valid

Source: Data processed, 2022

Based on table 4, it can be seen that of the 15 (fifteen) items used to measure service quality variables, one has a significant r correlation value. It can be concluded that all service quality variable items are valid and significant at the $\alpha = 0.05$ error level. Of the five items used to measure service quality variables. Thus, all items used to measure service quality variables are acceptable and are henceforth used and measured against service quality variables at the Way Kanan Regency Regional Revenue Agency.

Reliability Test

Table 5. Results of the Employee Discipline Variable Reliability Test

Dimensions	r_{sb}	Criteria	Description
Attendance	0.459	0.30	Reliable
Work hour compliance	0.815	0.30	Reliable
Obeying orders from superiors	0.648	0.30	Reliable
Compliant in using office equipment	0.757	0.30	Reliable
Adherence to the way of working	0.567	0.30	Reliable
Cooperation	0.635	0.30	Reliable

Source: Data processed, 2022

Based on table 5, the results of the employee discipline reliability test at the Way Kanan Regency Regional Revenue Agency are reliable, all questions are acceptable, or all items are valid, and they can be used to measure employee discipline at the Way Kanan Regency Regional Revenue Agency.

Table 6. Results of Reliability Test for Employee Proficiency Variables

Dimensions	r_{sb}	Criteria	Description
Personal skills	0.567	0.30	Reliable
Social skills	0.815	0.30	Reliable
Academic skills	0.648	0.30	Reliable
Vocational skills	0.723	0.30	Reliable

Source: Data processed, 2022

Based on table 6 that the results of the employee skills reliability test at the Way Kanan Regency Regional Revenue Agency, are reliable and all questions are acceptable, or all items are valid, and can be used to measure employee skills at the Way Kanan Regency Regional Revenue Agency.

Table 7. Service Quality Variable Reliability Test Results

Variable	r_{sb}	Criteria	Description
Service Quality	0.785	0.30	Reliable

Source: Data processed, 2022

Based on table 7, it shows that the results obtained for the service quality variable (Y) are the reliability value of variable Y (service quality) of 0.785. So that the service quality variable (Y) is declared significant with a reliable decision.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Analysis Results

Coefficient

-	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Keterangan
	B	Stdrd Error	Beta			
(Constant)	10.632	1.804		5.905	.000	
X_1	.375	.114	.515	3.299	.002	Signifikan
X_2	.196	.096	.317	2.031	.048	Signifikan
R = .799						
R Square = .639 (63,9%)						
Adjusted R Square = .624 (62,4%)						
Probabilitas = .000(a)						

F Hitung	= 43.322

a *Predictors (Constant)*: Disiplin, Kecakapan Kerja
b *Dependent Variable*: kualitas pelayanan
Source: Data processed, 2022

Based on table 8, F-hitung = 43.322 with probability = 0.000 < α = 0.05, which means that discipline (X1) and work skills (X2) simultaneously have a positive relationship with service quality at the Way Kanan Regency Regional Revenue Agency. Thus, both the first hypothesis, the second hypothesis, and the third hypothesis proposed earlier are proven or accepted. It can be seen from the adjusted R2 coefficient value of 0.624, which shows that 62.4% of the variation in employee service quality (Y) is determined jointly by discipline (X1) and work skills (X2). The remaining 37.6% is influenced by other causes that are not included in this research model and still require further research. The r value of 0.799 indicates a strong positive correlation between discipline (X1) and work skills (X2) and service quality (Y).

The linear regression equation obtained from these calculations can be written as follows: $\hat{Y} = 10.632 + 0.375\ X1 + 0.196\ X2$. Based on this equation, the constant value is 10.632, and the regression coefficient value for the discipline variable (X1) is 0.375, while the regression coefficient for the work skills variable (X2) is 0.196. This shows that the constant value of 10,632 has the potential for employee service quality without being influenced by discipline and work skills, and the value of 0.375 indicates that if there is an increase in employee discipline towards a better direction, the quality of service will increase by 0.375, and the value of 0.196 indicates that if there is an increase in work skills towards a better direction, the quality of service will increase by 0.196.

It can be seen from the t value of the discipline variable (X1) of 3.299 with a significance level of 0.002 (p < 0.05) so it is concluded that the discipline variable (X1) has a significant relationship to the quality of service of employees of the Way Kanan Regency Regional Revenue Agency. The t value of the work skills variable (X2) is 2.031 with a significance level of 0.048 (p> 0.05) so it is concluded that the work skills variable (X2) has a significant relationship to the quality of service at the Regional Revenue Agency of Way Kanan Regency.

Conclusion

Based on the results of research and discussion, it can be concluded that employee discipline has a significant effect on service quality at the Way Kanan Regency Regional Revenue Agency. The implementation of employee discipline has been carried out, but it has not been realized as expected because there are still employees who have not fully implemented discipline in completing their work, and there are still employees who often do not comply with the provisions of working hours, especially at morning entry and return hours. Work skills have a significant effect on service quality at the Way Kanan Regency Regional Revenue Agency. Work skills have not been realized as expected because there are still employees who are not fully able to complete their tasks according to the specified schedule. Discipline and work skills together have a significant effect on service quality at the Way Kanan Regency Regional Revenue Agency. The contribution of discipline and work skills variables to service quality is not optimal. This happens because there are still other variables that have an effect but are not studied.

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