

Impact of HR competence, work discipline, and environment on service quality at Dadahup Subdistrict Office

Kurniadie¹ Lanny Purnama Kosasi² Imawati Yousida^{3*}
Ibnu Al Saudi⁴ Meiske Kristin Lumanauw⁵

^{1,2,3} Pancasetia College of Economics, Banjarmasin, 70248, South Kalimantan, Indonesia

Email

kkurniadie@gmail.com , lanny.stiepan@gmail.com , yousidabungas@gmail.com * ,
ibnualsaudi04@gmail.com , meiskelumanauw24@gmail.com

Received: Month, Date, Year (Required) **Revised:** **Accepted:**

Abstract

This study aims to examine and analyze the influence of human resource competence, work discipline, and work environment on the quality of public services at the Dadahup Subdistrict Office, Kapuas Regency, Central Kalimantan Province. Public service is a reflection of government performance and is expected to be delivered professionally, timely, and responsively. However, initial observations revealed service delays, lack of employee responsiveness, and suboptimal facilities, indicating the need to investigate the contributing factors. This research uses a quantitative causality approach, which explores cause-and-effect relationships between variables. The independent variables include human resource competence—measured through knowledge, skills, attitudes, and other behavioral indicators—work discipline, and work environment, while the dependent variable is service quality, assessed through five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Data were collected through observation, interviews, and structured questionnaires distributed to selected respondents. Both primary and secondary data were analyzed using SPSS for Windows. The validity, reliability, classical assumption, and multiple linear regression tests were conducted. The findings show that human resource competence, work discipline, and work environment have a significant simultaneous effect on service quality. Among these, the work environment emerged as the most dominant factor influencing service quality at the Dadahup Subdistrict Office. The study concludes that improving employee competence, enforcing work discipline, and enhancing the physical and organizational environment are crucial to delivering better public services.

Keywords: Human Resource (HR) competence, work discipline, work environment, service quality

DOI :
p-ISSN :
e-ISSN :

© Copyright: BDJ Smart : Breakthrough Development Journal in Strategic Management & Marketing (2025)
This is an Open Access article distributed under the terms of the Creative Commons Attribution 4.0 International License. Site Using OJS 3 PKP Optimized.

1. Introduction

Public service is essentially an effort carried out by individuals, groups, or bureaucracies to provide assistance and convenience to the community in achieving specific goals (Istianto, 2011:121). Public services by government bureaucracies are a manifestation of the role of state apparatus as servants of the public and the nation. Their main objective is to improve the welfare of citizens, especially within the framework of a welfare state. Public service reflects the performance and leadership of government institutions. Since the beginning, these institutions were formed to serve the public in facilitating their daily lives smoothly and efficiently. The government is not meant to serve itself, but to provide services that foster the development of creativity and individual capabilities for the collective advancement of society.

Therefore, as times evolve, a closer relationship between the government and the community becomes necessary to improve service quality.

Sinambela (2014:4) noted that the public continuously demands high-quality service from bureaucrats, although such demands often fall short of expectations. Public service delivery has often been described as convoluted, slow, costly, and exhausting due to the positioning of the public more as service providers than recipients. Ideally, the government exists to serve the people, not the other way around (Wibowo, 2016:85). According to John J. Sviokla, the success and quality of an organization are greatly determined by its ability to provide services to customers (Lupiyoadi, 2013:217). This ability reflects the competence of employees, which is essential in fostering a high-performance culture (Wibowo, 2016:271).

Employee competence, the work environment, and especially work discipline are key factors in service quality. Without proper discipline, organizational goals are difficult to achieve (Wibowo, 2016:85). Mangkunegara (2016:2) stated that planning, organizing, coordinating, implementing, and supervising the procurement, development, compensation, integration, maintenance, and separation of employees are crucial steps toward achieving organizational goals. Good employee discipline accelerates the achievement of these goals, whereas poor discipline hinders and delays them. Hasibuan (2019:335) defined work discipline as the individual's consistent ability to work in accordance with established rules. In the same vein, Sinambela (2018:335) emphasized that work discipline involves awareness and willingness to comply with prevailing rules and norms and is also a tool used by leaders to coordinate with team members. According to Sutrisno in Hamali (2016:219), several factors influence employee discipline: (1) the amount of compensation provided, (2) the existence of leadership role models, (3) the presence of clear and consistent rules, (4) the leader's assertiveness in decision-making, (5) the extent of leadership supervision, and (6) the attention given to employees.

The Dadahup Subdistrict Office in Kapuas Regency, Central Kalimantan, as a public organization, provides vital administrative services such as family cards (KK), identity cards (KTP), birth certificates, relocation letters, and other documents. As a government entity responsible for serving the public, it must ensure that every visitor receives high-quality services. This aligns with the view of Sadu Wasistiono in Istianto (2011:121), who asserted that the government's primary duty is to provide public services.

Initial observations through questionnaires distributed to 15 village officials in Dadahup Subdistrict revealed recurring issues such as delays in processing important documents, lack of basic service etiquette like greeting visitors, and insufficient parking comfort due to inadequate shading. Responses from 16 village officials confirmed that service delays are frequent, especially in processing important documents. A key factor influencing this is employee competence, which includes the knowledge, skills, abilities, and characteristics that directly affect performance. Equally important is employee discipline, which plays a vital role in ensuring timely and quality public service delivery.

2. Research Design and Method

This study employs a quantitative approach to analyze the influence of independent variables, namely human resource competence, work discipline, and work environment, on the dependent variable, which is service quality. The independent variables are defined as factors that influence or cause changes in the dependent variable. Human resource competence, as defined by Sutrisno (2016:202), refers to a set of knowledge, skills, and behavioral attributes that contribute to job performance. The indicators used to measure competence include knowledge, understanding, skills, values, attitudes, and interests. Work discipline, as cited by Singodimedjo in Sutrisno (2017:86), refers to the willingness and readiness of individuals to comply with applicable rules and norms. Its indicators include compliance with regulations, effective use of time, responsibility, and attendance rate. The third independent variable, work environment, is assessed based on the availability of facilities and infrastructure essential for effective service delivery,

with indicators adapted from Sedarmayanti (2017): workplace conditions, availability of equipment, and availability of necessary materials.

The dependent variable in this research is service quality, as defined by Fandy Tjiptono in Umam (2014:271), which includes tangible elements, reliability, responsiveness, assurance, and empathy. The study uses both qualitative and quantitative data. Qualitative data consist of descriptive information such as statements and verbal expressions collected through observation, interviews, and document analysis. Quantitative data, on the other hand, are numerical in nature and are collected through structured questionnaires. The sources of data are divided into primary data, obtained directly from respondents through questionnaires and interviews, and secondary data, which include relevant literature and supporting documents.

Data collection techniques include observation, in which researchers observe conditions on-site to understand the real situation; interviews, which are conducted to explore deeper insights from selected respondents; and questionnaires, which are distributed to gather structured responses. Data analysis is carried out using the SPSS (Statistical Product and Service Solution) software for Windows. Several statistical tests are applied to ensure the accuracy and reliability of the findings, beginning with the validity test. A questionnaire is considered valid if the correlation coefficient (r count) is greater than the r table. Reliability is tested using Cronbach's Alpha, and the instrument is considered reliable if the value exceeds 0.60.

Classical assumption tests are conducted before regression analysis, including the normality test using Kolmogorov-Smirnov with a significance level above 0.05 indicating normally distributed data. Multicollinearity is examined by checking if the tolerance value is less than 0.10 or the Variance Inflation Factor (VIF) is greater than 10, which would indicate the presence of multicollinearity. The heteroscedasticity test is performed to assess the consistency of residual variance across observations. The study utilizes multiple linear regression analysis to determine the direction and strength of the relationship between independent and dependent variables. The model used is: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y is the dependent variable (service quality), a is the constant, b_1 to b_3 are the regression coefficients, and e represents the error term.

Hypothesis testing includes simultaneous (F-test) and partial (t-test) tests. The F-test is used to determine whether all independent variables collectively have a significant effect on the dependent variable. If the F count is less than the F table and the significance value is greater than 0.05, the result is considered insignificant. The t-test is conducted to determine the partial influence of each independent variable on the dependent variable. A significance value greater than 0.05 indicates that the variable has a significant impact. Additionally, the coefficient of determination (Adjusted R^2) is used to measure how well the independent variables explain the variance in the dependent variable, reflecting the strength of the model in predicting service quality outcomes.

3. Results and Discussion

Statistical Result

Based on the results of multiple linear regression analysis using SPSS version 21, the regression equation obtained is:

$$Y = 1.005 + 0.197 X_1 + 0.205 X_2 + 0.340 X_3 + e,$$

where Y represents service quality, X_1 is human resource competence, X_2 is work discipline, and X_3 is the work environment. The analysis revealed that all three independent variables—human resource competence, work discipline, and work environment—positively and significantly influence service quality at the Dadahup Subdistrict Office in Kapuas Regency.

The partial test (t-test) results show that human resource competence has a significance value of 0.012, work discipline 0.046, and work environment 0.005. Since all p-values are below 0.05, it can be concluded that each of these variables has a significant partial effect on service quality. This means that any improvement in human resource competence, employee discipline, or work environment will lead to a corresponding improvement in the quality of services delivered to the public.

Furthermore, the F-test result yielded an F-value of 40.751 with a significance level of 0.000, indicating that the three independent variables together have a significant simultaneous effect on service quality. The R-squared value is 0.825, which means that 82.5% of the variation in service quality can be explained by the variables of competence, discipline, and work environment, while the remaining 17.5% is influenced by other factors not included in this study.

Among the three variables, the work environment has the highest standardized beta coefficient of 0.411, compared to 0.338 for human resource competence and 0.261 for work discipline. This indicates that the work environment is the most dominant factor influencing service quality in the Dadahup Subdistrict Office. A conducive work environment—including physical facilities, organizational culture, and interpersonal dynamics—plays a vital role in shaping employee performance and, consequently, the quality of public service delivery.

These findings affirm the importance of not only improving the skills and discipline of government employees but also ensuring that the physical and organizational work environments are optimized to support effective and efficient service provision to the community.

Discussion

The simultaneous impact of HR competence, work discipline, and work environment on service quality at the Dadahup Subdistrict Office

Human resource competence, work discipline, and work environment simultaneously have a significant influence on service quality in the Dadahup Subdistrict, Kapuas Regency, Central Kalimantan Province. Based on the research results, the significance value is 0.000, which is less than 0.05. This indicates that the variables of human resource competence, work discipline, and work environment simultaneously have a significant effect on service quality.

The model summary table shows that the R Square value is 0.825. This coefficient of determination indicates that 82.5% of the variation in service quality is explained by the variables of human resource competence, work discipline, and work environment. This value reflects a very strong correlation, as it lies between 0.800 and 1.000. It implies that the research model can account for 82.5% of changes in service quality, while the remaining 17.5% is influenced by other variables not examined in this study.

Employee competence has a significant impact on service quality. This means that higher levels of employee competence will lead to improved service quality, while lower competence will result in a decline in service quality. Similarly, a better work environment leads to higher service quality, and a poor work environment contributes to lower service quality. Work discipline also affects service quality: the more disciplined the employees are, the better the service they provide.

To carry out their duties effectively, employees require organizational support. Such support significantly affects employee performance. For instance, the use of robotic technology by organizations has been shown to increase employee productivity by 14 to 30 times. Conversely, poor compensation systems and unfavorable organizational climates can lead to decreased employee performance.

Other internal organizational factors—such as organizational strategy, the availability of necessary resources, management systems, and compensation—also play a crucial role. Therefore, it is essential for management to create a conducive internal environment that supports and enhances employee productivity.

The variables of employee competence and work environment both significantly influence service

quality. As Wibowo (2011:79–80) states, each employee should possess competencies that align with their job, and a work environment that offers comfort and support. When employees have adequate competencies and work in a supportive environment, service quality is positively affected.

Performance indicators such as quantity, quality, and timeliness can be influenced by both employee competence and the work environment. For instance, having good knowledge and skills enables employees to complete their tasks more effectively. This is reflected in their ability to apply knowledge to solve problems. Furthermore, a supportive work environment—such as having access to appropriate work tools—can enhance both the quantity and timeliness of employees' performance.

The partial impact of HR competence, work discipline, and work environment on service quality at the Dadahup Subdistrict Office

The X1 variable, human resource competence, obtained a significance value of 0.012 (Sig. < 0.05), indicating that the HR competence variable has a significant partial effect on service quality. The research findings show that HR competence significantly influences service quality. Competence, as an individual's ability, is demonstrated through good performance in their position or job. It is a combination of knowledge, skills, and behavior used to improve service quality or to achieve a satisfactory or highly qualified standard, enabling individuals to perform certain roles effectively.

This means, first, that competence is a blend of knowledge, skills, and behavior aimed at enhancing performance. Second, a strong indicator of competence is improved performance, reaching a good or excellent level. Third, the combination of skills and behavior becomes essential capital for delivering quality services.

These findings indicate that fluctuations in service quality can be influenced by the level of competence possessed by employees. The higher the level of competence, the better the employee's performance. With sufficient and strong competence, employees are more capable and confident in executing their tasks effectively.

According to Wibowo (2012:110), competence is the ability to carry out a task or job based on the required knowledge, skills, and work attitudes. Thus, competence reflects skills or knowledge characterized by professionalism in a particular field, which is crucial.

Factors affecting service quality in this study are strongly influenced by employee competence, including their education level, broad knowledge, and practical skills. Competence describes what employees do in the workplace at different levels and outlines standards at each level. It identifies the knowledge and skills needed to carry out duties and responsibilities effectively, reaching professional quality standards and achieving good performance.

Based on the above analysis, good competence will improve service quality. This is particularly important in solving problems encountered by employees. Increasing competence is essential in handling cases efficiently. Therefore, it is necessary to introduce breakthroughs in competence development in accordance with existing SOPs. Additionally, support from supervisors, especially those who are not yet certified, is needed to encourage participation in professional certification programs. As a result, the public will also receive better service.

This finding is supported by Rosmawardah (2015), who states that HR competence (X1) has a significant positive influence on work motivation (Z), which in turn significantly influences service quality (Y). Leadership style (X2) also significantly affects employee job satisfaction (Y), and work motivation (Z) directly and significantly influences service quality (Y).

The X2 variable, work discipline, obtained a significance value of 0.046 (Sig. < 0.05), which means that work discipline partially and significantly influences service quality. Discipline is crucial for organizational growth and is used to motivate employees to discipline themselves, both individually and in groups. Moreover, discipline helps employees adhere to rules, procedures, and policies, resulting

in better performance.

This finding is also supported by Rosmawardah (2015), indicating that HR competence (X1) and work discipline (X2) have significant positive effects on work motivation and job satisfaction, which ultimately enhance service quality.

The X3 variable, work environment, obtained a significance value of 0.005 (Sig. < 0.05), indicating that the work environment has a significant partial effect on service quality. In carrying out their duties, employees require support from their organization. This support greatly affects the quality of service—for example, the use of robotics can increase employee productivity by 14 to 30 times. Conversely, poor compensation systems and an unsupportive work climate reduce performance. Other internal organizational factors, such as strategy, resource support, and management systems, also influence performance.

The work environment, both physical and non-physical, is essential for sustaining employee performance. A comfortable work environment tends to motivate employees to work more optimally. According to Nitisemito (2018:97), the work environment includes everything around employees that can influence their performance, such as cleanliness and background music.

A work environment is considered good if it enables employees to work optimally, healthily, safely, and comfortably. Poor work environments may require more time and energy and fail to support efficient work systems (Sedarmayanti, 2019:20). Humans will always adapt to their environment. According to Bambang, as cited in Nurrulloh (2013:66), the work environment is one of the factors influencing employee service performance. Supportive environments lead to good service, while inadequate ones result in laziness and reduced employee productivity.

The work environment includes all surroundings that influence employees, such as cleanliness, lighting, and noise. It comprises facilities and infrastructure supporting employees in their tasks. According to Sedarmayanti (2017:66), the work environment can be categorized into physical and non-physical aspects. Based on these definitions, the work environment refers to the company setting and employee activities—both in terms of facilities and tools—which affect how tasks are carried out. This research is supported by Aries Susanty and Sigit Wahyu Baskoro (2017), who found that the work environment has a significant positive impact on work discipline and service quality.

The most dominant variable influencing service quality at the Dadahup Subdistrict Office

The dominant influence test was conducted using the Standardized Coefficients Beta value. The interpretation follows the principle that the higher the Beta value, the greater the influence on the dependent variable. Based on the table above, it can be seen that the human resource competence variable has a standardized coefficient value of 0.338, the work discipline variable has a value of 0.261, and the work environment variable has a value of 0.411. Thus, the variable that has the most dominant influence on service quality is the work environment variable.

This research finding explains that the work environment plays a crucial role in determining service quality. In performing their duties, employees require support from the organization they work for. This organizational support significantly affects the level of service quality. For example, the use of robotic technology within an organization has been shown to increase employee productivity by 14 to 30 times. Conversely, if the compensation system and organizational climate are poor, employee performance tends to decline. Other internal organizational factors, such as strategy, availability of necessary resources, management systems, and compensation policies, also influence performance.

The work environment includes everything surrounding the employees that may affect their performance while carrying out their responsibilities, such as cleanliness, background music, and lighting. It refers to all facilities and infrastructure available around employees during their work and

that can affect job execution. The work environment encompasses the workplace setting, tools and equipment, cleanliness, lighting, tranquility, and even the interpersonal relationships among employees. According to Sedarmayanti (2017:66), the work environment can generally be classified into two types: physical and non-physical environments.

4. Conclusions

Based on the findings described above, this research concludes that human resource competence, work discipline, and work environment have a significant simultaneous effect on service quality at the Dadahup Subdistrict Office, Kapuas Regency, Central Kalimantan Province. Furthermore, these three variables also have a significant partial influence on service quality. Among them, the work environment emerges as the most dominant factor influencing the quality of services provided at the subdistrict level.

In light of these findings and by examining the indicators of each variable, several suggestions can be proposed. First, since human resource competence has a significant effect, efforts should be made to improve employee skills and knowledge. For example, employees with a D3 (Diploma) level of education should be encouraged to pursue a bachelor's degree (S1). Additionally, those with limited skills and knowledge should be provided opportunities to participate in internal or external training programs in order to enhance their competence and ultimately improve service quality.

Second, the results of this study can be used as a consideration by the Dadahup Subdistrict Office in evaluating and formulating decisions that directly affect the performance and service quality of their employees. Lastly, for future researchers interested in similar topics, it is recommended to further develop the research model by adding more relevant variables. This will enrich the analysis and offer a broader understanding of how human resource competence, work discipline, and work environment influence service quality in public institutions.

Reference (Required Mendeley Tools)

Serial/journal article (online with DOI):

- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hamali, A. Y. (2016). *Pemahaman manajemen sumber daya manusia*. Yogyakarta: Center for Academic Publishing Service.
- Hasibuan, M. S. P. (2019). *Manajemen sumber daya manusia* (Edisi Revisi). Jakarta: Bumi Aksara.
- Maslow, A. H. (2018). *Motivation and personality* (A. Fawaid & Maufur, Penerj.). Yogyakarta: Can trik Pustaka.
- Munandar, A. S. (2016). *Psikologi industri dan organisasi*. Depok: UI Press.
- Mangkunegara, Anwar Prabu A. A. (2016). *Manajemen sumber daya manusia perusahaan*. Bandung: PT Remaja Rosdakarya.
- Nanang, T. (2019). *Strategi pengelolaan SDM dan karyawan dengan pendekatan teoritis dan praktis*. Yogyakarta: Quadran.
- Robbins, S. P., & Coulter, M. (2016). *Human resource management* (Edisi ke-16, Jilid 1). Jakarta: Salemba Empat.
- Sedarmayanti. (2017). *Perencanaan dan pengembangan SDM untuk meningkatkan kompetensi, kinerja dan produktivitas kerja*. Bandung: Refika Aditama.
- Sinambela, L. P. (2018). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Sri Larasati. (2019). *Manajemen sumber daya manusia*. Yogyakarta: Deepublish.
- Sutrisno, E. (2017). *Manajemen sumber daya manusia* (Edisi ke-9). Jakarta: Kencana.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Winardi. (2016). *Kepemimpinan dalam manajemen*. Jakarta: PT Rineka Cipta.