



DOI: <https://doi.org/10.38035/dijms.v7i1.5477>
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The Influence of Discipline and Work Environment on the Quality of Public Services through Motivation in Tungkal Ilir District, Tanjung Jabung Barat Regency

Ariyanto Ariyanto¹, Fakhru Rozi Yamali², Osrita Hapsara³

¹Universitas Batanghari, Jambi, Indonesia, email. ridhojuara01@gmail.com

²Universitas Batanghari, Jambi, Indonesia, email. fakhru_65@yahoo.co.id

³Universitas Batanghari, Jambi, Indonesia, email. osritahapsara@yahoo.co.id

Corresponding Author: ridhojuara01@gmail.com¹

Abstract: This study aims to provide an overview of discipline, work environment, motivation, and the quality of public services in Tungkal Ilir District, as well as to examine and analyze the influence of discipline and work environment on public service quality through motivation in Tungkal Ilir District, Tanjung Jabung Barat Regency. This research employs a descriptive-verification approach and uses Partial Least Squares (PLS) analysis. Based on the results of the descriptive analysis, it explains that the discipline variable (X1) obtained a total score of 5,542 with an average score of 346 and is in the Very High category, the work environment (X2) obtained a total score of 4,181 with an average of 348 and is included in the Very Good category, motivation (Y) obtained a total score of 4,901 with an average of 350 and is included in the Very High category and the quality of public services (Z) obtained a total score of 4,154 with an average of 346 and is in the Very Good category. The results show that discipline and work environment have a positive and significant effect on motivation and public service quality, both directly and indirectly through motivation. Good discipline encourages higher motivation and leads to improved service quality, while a conducive work environment strengthens employee motivation and results in better public services. Motivation plays an important role as a mediating factor in linking discipline and work environment with improvements in public service quality.

Keyword: Discipline, Work Environment, Motivation, Public Service Quality

INTRODUCTION

Public service is an essential aspect of government administration in the form of service delivery. Every citizen has the right to receive quality services from government institutions, as good service contributes to public satisfaction and loyalty. Therefore, improving service quality has become an unavoidable demand in the modern era. As stated by Rohan (2010), service is a highly important activity that receives significant attention from both the public and organizational management itself.

The quality of public services is closely related to public satisfaction. According to Arianto (2018), service quality is a dynamic condition that involves products, services, people, processes, and the environment, all of which must be able to meet or even exceed public expectations. Thus, the quality of public services is not only determined by the speed of delivery but also by the extent to which the services can comprehensively address the needs of the community.

In the context of Tanjung Jabung Barat Regency, particularly in Tungkal Ilir District, population administration services are one of the most essential forms of public service. The sub-district office, as the frontline service unit, interacts directly with the community on a daily basis—handling matters such as ID cards, family cards, birth certificates, and other documents related to citizens' needs. Quality services are expected to ensure orderly administration, legal certainty, and social stability (Moenir, 2016).

However, various challenges are still encountered in the implementation of public services in Tungkal Ilir District. One of the main issues is the suboptimal level of employee discipline. Low discipline is reflected in high rates of tardiness, absenteeism, and the tendency to leave work early, all of which result in a decline in service quality. This is consistent with the view of Jufrizen & Sitorus (2021), who stated that low employee discipline has a direct impact on the deterioration of public service quality.

In addition to discipline, the work environment also affects the quality of public services. An inadequate work environment, both physically and non-physically, can reduce employees' motivation to provide services. According to Simamora (2015), the work environment is an important factor that encourages employees to behave in accordance with organizational expectations, including maintaining discipline and enhancing loyalty. The lack of work facilities such as computers, printers, and internet networks in Tungkal Ilir District serves as one of the obstacles that can potentially slow down public service delivery.

Employee motivation is also an important variable that influences the quality of public services. Motivated employees tend to work more optimally, demonstrate friendly attitudes, and are able to complete their tasks according to targets. Sunyoto (2018) emphasizes that motivation is the driving force that enables individuals to work to the best of their abilities in order to achieve organizational goals. One of the government's efforts is through the provision of Employee Additional Income (TPP), although data show that the number of employees receiving full TPP remains relatively small, and thus has not yet fully encouraged optimal employee performance.

This research was essentially conducted to address real challenges in the delivery of public services in Tungkal Ilir District, which continues to face various obstacles, such as low employee discipline, limited work facilities and infrastructure, and suboptimal motivation among government officials. These conditions have a direct impact on the quality of public services, which should be the main priority in efforts to improve community satisfaction. The urgency of this study is further reinforced by the fact that the quality of public services serves as one of the key indicators of bureaucratic reform success, as well as a reflection of public demands for a more transparent, accountable, and responsive government (Moenir, 2016).

In addition, this study is relevant in providing an empirical overview of how internal organizational factors, namely discipline and the work environment, can influence employee motivation and ultimately determine the quality of services received by the public. In other words, the findings of this research are expected to make a meaningful contribution not only to the development of public service management theory but also to the formulation of strategic policies that support the enhancement of government officials' professionalism (Arianto, 2018).

Based on this urgency and relevance, this study was conducted to analyze the influence of discipline and the work environment on the quality of public services, with motivation as a mediating variable, in Tungkal Ilir District, Tanjung Jabung Barat Regency. This research is

expected to provide a more comprehensive understanding of the factors that affect the quality of public services, as well as serve as input for the local government in improving the performance of civil servants.

METHOD

This study employs a quantitative approach using the survey method. The quantitative approach was chosen because this research aims to examine the influence among variables, namely discipline, work environment, motivation, and the quality of public services. Data were collected directly through questionnaires designed based on predetermined research indicators. According to Sugiyono (2023), primary data obtained from respondents through questionnaires serve as the main source in quantitative research, as they allow researchers to obtain specific information aligned with the objectives of the study.

The object of this research is Tungkal Ilir District, Tanjung Jabung Barat Regency, with the research subjects being employees and members of the community who receive public services. The population in this study consists of all community members who received services in 2024, totaling 417 people. Based on Slovin's formula with a precision level of 10%, the sample size was determined to be 81 respondents. The sampling was conducted using the proportional stratified random sampling technique, ensuring that each village was represented according to the number of residents served. This technique was chosen to ensure that the selected sample accurately represents the characteristics of the population (Umar, 2002).

The research instrument used was a questionnaire with a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." The Likert scale was chosen because it is considered effective in measuring respondents' attitudes, opinions, and perceptions of social phenomena in a more structured manner (Sugiyono, 2023). The questionnaire indicators were developed based on a literature review covering the variables of discipline, work environment, motivation, and public service quality, ensuring that the instrument could measure the research variables validly and reliably.

The analytical method used in this study is Partial Least Squares (PLS) with the assistance of SmartPLS 3.0 software. PLS was chosen because it is capable of simultaneously testing the measurement model (outer model) and the structural model (inner model), and it can be applied even with a relatively small sample size. In addition, PLS does not require normally distributed data and is suitable for handling complex models with numerous latent variables (Ghozali & Latan, 2015). The analysis was carried out in several stages, namely instrument validity and reliability testing, evaluation of the measurement model, evaluation of the structural model, and hypothesis testing. Through this method, the study is expected to provide a comprehensive explanation of the causal relationships among the variables.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study were members of the community in Tungkal Ilir District, Tanjung Jabung Barat Regency, selected randomly, totaling 81 individuals who had received services from the Tungkal Ilir District Office. Each respondent was tasked with completing a questionnaire regarding discipline, work environment, motivation, and the quality of public services in Tungkal Ilir District, Tanjung Jabung Barat Regency. The characteristics of the service recipients in Tanjung Jabung Barat Regency, based on age, gender, and education level, are presented as follows.

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	38	46,91
2	Woman	43	53,09
Age Group (Years)			
1	< 30	15	18,52
2	31 – 40	23	28,4
3	41 – 50	25	30,86
4	51 – 58	18	22,22
Education			
1	Elementary School	3	3,7
2	Middle School	8	9,88
3	High School	49	60,49
4	Diploma	3	3,7
5	Bachelor's Degree	15	18,52
6	Master's Degree	3	3,7

Source: Primary Data Processing, 2025

Description of Research Variables

Based on the survey conducted, the description of the observed variables in this study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Average score	Score	Information
1	Discipline	16	346	5.542	Tall
2	Work environment	12	348	4.181	Good
3	Motivation	14	350	4.901	Tall
4	Quality of Public Services	12	346	4.154	Good

Source: Questionnaire Processing Results, 2025

Verificative/Quantitative Analysis

Partial Least Squares (PLS) Analysis is a statistical method often used to analyze complex relationships among variables, particularly within structural models (SEM – Structural Equation Modeling). PLS is suitable in situations where the data do not fully meet the classical SEM assumptions, such as having a small sample size or non-normal data distribution. In PLS, the analysis is carried out in two main stages: the measurement model and the structural model. The results of this study can be seen as follows:

a. Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measurement tool accurately measures the same construct. In the context of statistics and data analysis, particularly in latent variable models such as Partial Least Squares (PLS), convergent validity is important to ensure that the indicators or items used in the model truly reflect the same construct. The results of the convergent validity test in this study can be seen in the following figure.

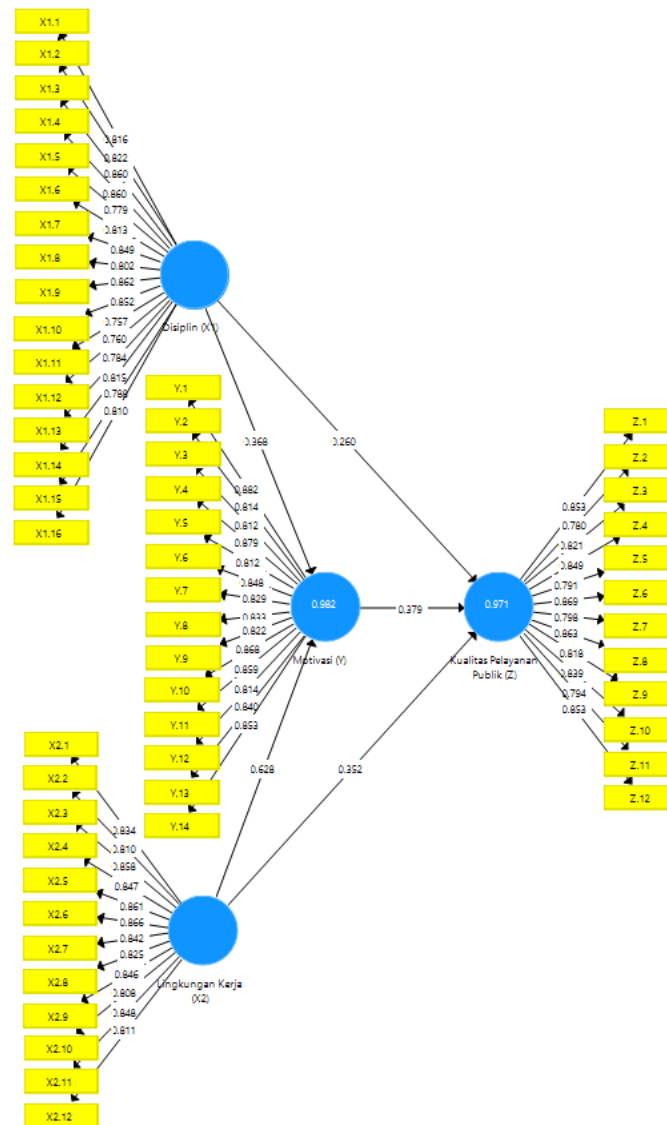


Figure 1. Full Outer Model

Based on the outer loading results shown in Figure 1 above, it can be concluded that all indicators of each research variable—Discipline (X1), Work Environment (X2), Motivation (Y), and Public Service Quality (Z)—have loading values above 0.70. This indicates that each indicator demonstrates very good convergent validity and is suitable to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 signifies that the indicator makes a strong contribution to the latent variable it measures.

b. Inner Model Evaluation

The structural model in SEM-PLS analysis is tested using SmartPLS 3, with the coefficient of determination (R^2) used to measure the extent to which the model explains the variance of the dependent variable. Hair et al. (2014) state that the coefficient of determination is a measure of the combined ability of exogenous latent variables to predict endogenous constructs. In other words, the coefficient represents the amount of variance in the endogenous construct explained by all associated exogenous constructs. The R^2 value ranges from 0 to 1, with higher levels indicating greater predictive accuracy. Similar to multiple regression, the adjusted coefficient of determination (Adjusted R^2) is used as a criterion to avoid bias in

complex models. This criterion is adjusted according to the number of exogenous constructs (Hair et al., 2017).

1) R-Square

In assessing the model with PLS, the evaluation begins by examining the R-Square value for each dependent latent variable (Hair et al., 2017). Table 3 presents the R-Square estimation results using SmartPLS 3:

Table 3. R Square Results

Variable	R Square
Motivation (Y)	0,982
Quality of Public Services (Z)	0,971

Source: Data Processing with PLS, 2025

Table 3 shows that the R-Square value for motivation is 98.2 percent, while the R-Square value for the quality of public services is 97.1 percent. These results indicate that the influence of discipline and work environment on motivation falls into the strong category. Similarly, the influence of discipline and work environment on the quality of public services is also categorized as strong. The high R-Square values demonstrate that the effects of discipline and work environment on both motivation and the quality of public services are very strong. Thus, it can be concluded that these two independent variables make a significant and dominant contribution to improving motivation and the quality of public services.

2) Q Square

Wiyono (2011) states that a model is considered to have relevant predictive value if the Q-square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,982^2) (1 - 0,971^2)$$

$$Q^2 = 1 - (1 - 0,964) (1 - 0,943)$$

$$Q^2 = 1 - (0,036)(0,057)$$

$$Q^2 = 1 - 0,002$$

$$Q^2 = 0,998$$

The calculation results show that the Q-square value in this study is 0.998. This indicates that the model is highly feasible in explaining the endogenous variables, as the value of 0.998 > 0.

3) Structural Model Testing

In SEM-PLS analysis, the structural model in this study can be evaluated through the direct effects, also referred to as path coefficients. The measurement of path coefficients between constructs is then conducted to assess the significance and strength of the relationships, as well as to test the hypotheses.

Table 4. Path Coefficients

	Path Coefficient
Discipline (X1) -> Motivation (Y)	0.368
Work Environment (X2) -> Motivation (Y)	0.628
Discipline (X1) -> Quality of Public Service (Z)	0.260
Work Environment (X2) -> Quality of Public Service (Z)	0.352
Motivation (Y) -> Quality of Public Service (Z)	0.379
Discipline (X1) -> Motivation (Y) -> Quality of Public Service (Z)	0.139
Work Environment (X2) -> Motivation (Y) -> Quality of Public Service (Z)	0.238

Source: Data Processing with PLS, 2025

Based on the results of the path coefficient analysis in Table 4 above, the following conclusions can be drawn:

- a) The direct effect of Discipline on Motivation is 0.368, which means that if Discipline increases by one unit, Motivation will increase by 0.368. This effect is positive.
- b) The direct effect of Work Environment on Motivation is 0.628, which means that if the Work Environment increases by one unit, Motivation will increase by 0.628. This effect is positive.
- c) The direct effect of Discipline on the Quality of Public Services is 0.260, which means that if Discipline increases by one unit, the Quality of Public Services will increase by 0.260. This effect is positive.
- d) The direct effect of Work Environment on the Quality of Public Services is 0.352, which means that if the Work Environment increases by one unit, the Quality of Public Services will increase by 0.352. This effect is positive.
- e) The direct effect of Motivation on the Quality of Public Services is 0.379, which means that if Motivation increases by one unit, the Quality of Public Services will increase by 0.379. This effect is positive.
- f) The indirect effect of Discipline on the Quality of Public Services through Motivation is 0.139, which means that if Discipline increases by one unit, the Quality of Public Services can indirectly increase through Motivation by 0.139. This effect is positive.
- g) The indirect effect of Work Environment on the Quality of Public Services through Motivation is 0.238, which means that if the Work Environment increases by one unit, the Quality of Public Services can indirectly increase through Motivation by 0.238. This effect is positive.

c. Hypothesis Testing

Hypothesis testing is a statistical process used to determine whether sample data provide sufficient evidence to reject the initial hypothesis about a population. The objective is to make a decision regarding the validity of a statement or claim based on the collected data. The test is conducted by comparing the p-value of the path coefficient with the significance level $\alpha = 0.05$. The test result is considered highly significant if the p-value is less than or equal to 0.05 ($p\text{-value} \leq 0.05$), or by using the critical t-value of 1.96. The criteria for accepting or rejecting the hypothesis are as follows: if the t-statistic $>$ t-table, the hypothesis is rejected; whereas if the t-statistic $<$ t-table, the hypothesis is accepted.

Statistically, using SmartPLS, the T-Statistic or P-Value in this study is presented in the following table.

Table 5. Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Discipline (X1) -> Motivation (Y)	0.368	0.370	0.076	4.850	0.000
Work Environment (X2) -> Motivation (Y)	0.628	0.625	0.076	8.313	0.000
Discipline (X1) -> Quality of Public Services (Z)	0.260	0.265	0.111	2.339	0.020
Work Environment (X2) -> Quality of Public Services (Z)	0.352	0.356	0.153	2.302	0.022
Motivation (Y) -> Quality of Public Services (Z)	0.379	0.369	0.155	2.449	0.015
Dicipline (X1) -> Motivation (Y) -> Quality of Public Services (Z)	0.139	0.134	0.059	2.368	0.018

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment (X2) -> Motivasi (Y) -> Quality of Public Services (Z)	0.238	0.233	0.108	2.200	0.028

Source: Data Processing with PLS, 2025

Based on the results of hypothesis testing through bootstrapping, as shown in Table 5 above, all effects of exogenous variables on endogenous variables have T-Statistic values greater than 1.96 and P-Values less than 5% (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that discipline and work environment have a significant influence on the quality of public services, both directly and indirectly through motivation.

Discussion

The results of the study show that the level of employee discipline in Tungkal Ilir District is rated very high by respondents. This is reflected in employees’ compliance with work regulations, their responsibility toward tasks, and their punctuality in completing assignments. Good work discipline positively impacts the effectiveness of the organization in delivering public services. In line with Jufrizen & Sitorus (2021), good discipline reflects employees’ compliance with organizational regulations and serves as an important factor in improving the quality of public services. Thus, the findings of this study reinforce that employee discipline is a key element in realizing excellent public service.

In addition to discipline, the work environment has also been proven to influence the quality of public services. The research data indicate that although most facilities are already available, there are still shortcomings in essential resources such as computers, printers, and stable internet access. These conditions can affect employees’ effectiveness in serving the public. According to Simamora (2015), an adequate work environment encourages employees to work with greater discipline, productivity, and loyalty to the organization. This means that the better the work environment—both physical and non-physical—the higher the employees’ motivation to provide the best service to the community.

Employee motivation has also been proven to be a significant mediating factor between discipline, work environment, and the quality of public services. Employees who receive rewards in the form of Additional Employee Income (TPP) or other forms of appreciation tend to demonstrate higher motivation in their work. This is consistent with Sunyoto (2018), who stated that motivation is a driving force that enables individuals to work optimally in accordance with their abilities and skills to achieve organizational goals. Thus, providing appropriate motivation can strengthen the influence of discipline and the work environment on improving the quality of public services.

Furthermore, the quality of public services in Tungkal Ilir District is generally considered good, with the average service realization reaching more than 90% of total requests. However, certain types of services, such as small and medium business permits and building permits, still show relatively lower achievements compared to other services. This finding is consistent with Moenir (2016), who stated that the quality of public services must encompass effectiveness, certainty, and public satisfaction. This means that although services are generally running well, there remains room for improvement in specific areas to ensure that the community truly experiences convenience and legal certainty in every administrative process.

Overall, the results of this study confirm that discipline, work environment, and motivation are key factors influencing the quality of public services. The combination of these three factors can create public services that are faster, more accurate, and accountable. This finding is relevant to the principles of good governance, where local governments are required

to continuously improve service quality as a form of accountability to the community (Arianto, 2018).

CONCLUSION

This study shows that employee work discipline plays an important role in shaping the quality of public services in Tungal Ilir District. Compliance with regulations, punctuality, and responsibility for tasks encourage service processes to become more orderly, efficient, and accountable, thereby strengthening public trust. On the other hand, the work environment—both physical aspects such as the availability of facilities and infrastructure, as well as non-physical aspects such as comfort and workplace relationships—has also been proven to determine daily service performance. Meanwhile, employee motivation serves as a mediating factor that strengthens the influence of discipline and work environment on service quality. Employees who feel supported and appreciated tend to be more enthusiastic, friendly, and focused on completing services in accordance with established standards. Overall, the findings of this study affirm that the combination of discipline, work environment, and motivation creates a service ecosystem that is more responsive, effective, and oriented toward public satisfaction.

This study has several limitations. First, it was conducted in a single region with specific characteristics, making the findings not yet generalizable to other districts or areas with different organizational and service conditions. Second, the cross-sectional research design limits the ability to capture changes in behavior and service quality over time. In addition, the use of questionnaires to measure variables may be influenced by respondents' subjective perceptions. The variables examined were also limited to discipline, work environment, and motivation, while other factors such as leadership, organizational culture, workload, and employees' technical competence were not included. These limitations should be taken into account as a basis for developing future studies with broader regional coverage, longitudinal designs, mixed-method approaches, and the inclusion of additional relevant variables.

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