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The Effect Of Service Quality And Work Discipline On Personnel Performance At Polrestabes Makassar

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Abstract

The performance of police personnel is one of the determining factors in improving the quality of public services and strengthening public trust in law enforcement institutions. This study aims to analyze the effect of service quality and work discipline on the performance of personnel at Makassar Metropolitan Police (Polrestabes Makassar). A quantitative approach with a survey method was employed in this study. The population consisted of 63 police personnel assigned to public service units, and all members of the population were selected as respondents using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the Statistical Package for the Social Sciences (SPSS). The findings indicate that service quality has a positive and significant effect on personnel performance. Meanwhile, work discipline shows a positive but statistically insignificant effect on personnel performance when tested partially. Simultaneously, service quality and work discipline significantly influence personnel performance, with a coefficient of determination (R^2) of 0.530, indicating that 53% of personnel performance is explained by these two variables. The findings imply that improving service quality should become a strategic priority in enhancing the performance and professionalism of police personnel in delivering public services.

Keywords: ***Performance; Police Personnel; Public Service; Service Quality; Work Discipline***

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INTRODUCTION

Public service is the main function of the government to meet the needs of the community effectively, efficiently, transparently, and accountably. Service quality becomes an important indicator of the success of public organizations because it relates to the level of community satisfaction and trust in service providers (Sinambela, 2019).

As a law enforcement institution, Polrestabes Makassar has the responsibility to provide professional services in the fields of security, order, and police administration. Community demands for fast, accurate, and transparent services require an increase in personnel performance through competence, integrity, and good service capabilities.

Personnel performance is influenced by various factors, including service quality and work discipline. Service quality includes tangible, reliability, responsiveness, assurance, and empathy aspects that play a role in increasing community satisfaction and organizational effectiveness. Meanwhile, work discipline is the awareness and willingness of personnel to comply with regulations, SOPs, and job responsibilities, thereby supporting the creation of professional and high-integrity apparatuses.

The results of previous studies indicate that service quality and work discipline can affect employee performance, although the level of influence differs in each organization. In addition, research on these two variables within the Polrestabes Makassar environment is still limited, so further testing needs to be conducted.

Based on these conditions, this study aims to analyze the effect of service quality on personnel performance, the effect of work discipline on personnel performance, as well as the simultaneous effect of these two variables on the performance of Polrestabes Makassar personnel.

Service quality is the organization's ability to provide services that meet the expectations and needs of the community. According to Zeithaml in Prihatin (2022), service quality is measured through five main dimensions, namely tangible, reliability, responsiveness, assurance, and empathy. In the public sector, service quality becomes an important indicator of organizational success because it is directly related to community satisfaction and trust in the services provided.

In police institutions, service quality reflects the professionalism of personnel in carrying out the functions of protection, shelter, service, and law enforcement. High-quality service can increase organizational effectiveness and strengthen the community's image and trust in police institutions.

Work discipline is the awareness and willingness of an individual to comply with regulations, standard operating procedures (SOPs), and responsibilities set by the

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organization. According to Hasibuan (2019), work discipline is an important factor in creating order and work effectiveness. In the police environment, high discipline supports the execution of tasks professionally, improves coordination, and helps achieve organizational goals.

Personnel performance is the work result achieved in carrying out the given tasks and responsibilities. Mangkunegara (2017) explains that performance includes work achievement in both quality and quantity. The level of personnel performance is influenced by various factors, including the service quality and work discipline possessed by each individual.

In this study, personnel performance is measured through indicators of work quality, work quantity, timeliness, task execution effectiveness, and responsibility. These indicators are used to describe the success level of Polrestabes Makassar personnel in providing services to the community and supporting the achievement of organizational goals.

METHOD

This study uses a quantitative approach with an explanatory research type aimed at testing the effect of service quality and work discipline on the performance of Polrestabes Makassar personnel. The quantitative approach was chosen because it is able to measure the relationship between variables objectively through statistical analysis so that the research results can be used as a basis for decision-making and organizational policy formulation.

The research was conducted at Polrestabes Makassar with a population of 63 personnel assigned to the service unit. Considering the relatively small population size, the sampling technique used saturated sampling (census) so that the entire population became research respondents. Primary data were obtained through the distribution of questionnaires using a five-level Likert scale, while secondary data were obtained from organizational documents, reports, and literature relevant to the research.

The independent variables in this study consist of service quality (X_1) and work discipline (X_2), while the dependent variable is personnel performance (Y). Data analysis was carried out using multiple linear regression analysis with the help of the Statistical Package for the Social Sciences (SPSS) application. Hypothesis testing was conducted through a t-test to determine the partial effect of each independent variable on personnel performance, an F-test to determine the simultaneous effect of both independent variables, and the coefficient of determination (R^2) to determine the magnitude of the

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contribution of service quality and work discipline to variations in personnel performance. Prior to hypothesis testing, the data first met the requirements through validity tests, reliability tests, and classical assumption tests so that the regression model was declared feasible to be used in the research.

RESULTS AND DISCUSSIONS

This research was conducted at Polrestabes Makassar involving 63 personnel as respondents. The entire population was used as the research sample using the saturated sampling (census) technique so that all distributed questionnaires were successfully collected and could be analyzed. Prior to hypothesis testing, the research instrument met the data quality requirements through validity and reliability tests. The test results show that all statement items have a correlation coefficient value above the r-table value and a Cronbach's Alpha value greater than 0.70, thus the instrument is declared valid and reliable. Furthermore, the results of the classical assumption test indicate that the regression model meets the assumption of normality, multicollinearity does not occur, and there are no symptoms of heteroscedasticity, making it feasible to be used in hypothesis testing.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of service quality and work discipline on the performance of Polrestabes Makassar personnel. The analysis results are presented in Table 1.

Table 1. Results of Multiple Linear Regression Analysis

Variable	Coefficient (B)	t count	Sig.
Constant	7.592	3.486	0.001
Service Quality (X_1)	0.370	2.693	0.009
Work Discipline (X_2)	0.313	1.881	0.004

Based on Table 1, the following regression equation is obtained:

$$Y = 7.592 + 0.370X_1 + 0.313X_2 + e$$

This equation shows that service quality and work discipline have a positive relationship direction towards personnel performance. The regression coefficient value for service quality of 0.370 indicates that every one-unit increase in service quality will

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increase personnel performance by 0.370, assuming other variables are constant. Meanwhile, the regression coefficient for work discipline of 0.313 indicates a positive relationship towards personnel performance.

Results of Partial Test (t-Test)

Partial testing is conducted to determine the effect of each independent variable on the dependent variable. The test results are presented in Table 2.

Table 2. Results of t-Test

Variable	t count	Sig.	Decision
Service Quality	2.693	0.009	Significant effect
Work Discipline	1.881	0.004	Significant effect

Based on Table 2, it is known that the service quality variable has a significance value of 0.009 (< 0.05), so it has a positive and significant effect on personnel performance. Conversely, the work discipline variable has a significance value of 0.004 (> 0.05), so partially it has significant effect on personnel performance.

Results of Simultaneous Test (F-Test)

Simultaneous testing is conducted to determine the joint effect of service quality and work discipline on personnel performance.

Table 3. Results of F-Test

F count	Sig.	Decision
33.843	0.000	Significant effect

The F-test results show a significance value of 0.000 (< 0.05). Thus, service quality and work discipline simultaneously have a significant effect on the performance of Polrestabes Makassar personnel. These results indicate that both variables together are able to explain changes in personnel performance in the execution of service tasks to the community.

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Coefficient of Determination (R^2)

The magnitude of the independent variables' contribution to the dependent variable can be seen through the coefficient of determination value presented in Table 4.

Table 4. Results of Coefficient of Determination

R	R Square	Adjusted R Square
0.728	0.530	0.514

The R Square value of 0.530 indicates that 53.0% of the variation in personnel performance can be explained by service quality and work discipline. The remaining 47.0% is influenced by other factors outside the research model, such as leadership, work motivation, competence, organizational culture, reward systems, and the work environment.

DISCUSSION

The research results show that service quality has a positive and significant effect on the performance of Polrestabes Makassar personnel. This finding indicates that the better the service quality provided to the community, the higher the level of personnel performance in carrying out their duties. The results of this study are in line with Parasuraman's theory, which states that good service quality will increase organizational effectiveness through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. This finding also supports previous research concluding that service quality is one of the main factors influencing the performance improvement of public sector apparatus.

Furthermore, the research results indicate that work discipline also has a positive and significant partial effect on personnel performance. This finding indicates that the higher the level of work discipline of Makassar City Police personnel, the higher their performance. Work discipline is a crucial factor in improving performance because it encourages compliance with regulations, punctuality, responsibility, and consistency in carrying out tasks. Therefore, the implementation of good work discipline significantly contributes to increased personnel effectiveness and professionalism.

The results of this study indicate that work discipline has a positive and significant partial effect on personnel performance. This indicates that the discipline development implemented at Makassar City Police is able to improve the quality of personnel's task performance.

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Although discipline has been implemented relatively well within the organization, improving discipline still contributes to improved performance. However, personnel performance is also influenced by other factors, such as competence, work motivation, work experience, leadership style, organizational culture, and the work environment. This research finding aligns with various previous studies that have shown that work discipline has a significant effect on employee performance.

This indicates that work discipline is a factor that plays a crucial role in increasing productivity, effectiveness, and the quality of task performance. However, the magnitude of the influence of work discipline can vary from organization to organization, depending on the organization's characteristics, work culture, human resource management system, and the prevailing work environment. Therefore, the results of this study further strengthen the empirical evidence that work discipline is a critical determinant in improving personnel performance in public sector organizations, particularly within the Indonesian National Police.

Simultaneously, the results show that service quality and work discipline significantly influence personnel performance, with a coefficient of determination (R^2) of 0.530. This means that these two variables explain 53% of the variation in personnel performance, while the remaining 47% is influenced by other variables not examined in this study, such as work motivation, leadership, organizational culture, competence, reward systems, and the work environment. These findings suggest that improved personnel performance can be achieved through improving service quality and strengthening work discipline, supported by competency development and the implementation of an effective and sustainable human resource management system.

The practical implication of this study is the need for the Makassar City Police to continue strengthening work discipline through consistent enforcement of regulations, effective supervision, role models by leaders, and the implementation of a fair reward and sanction system. In addition, service quality improvements need to be implemented through personnel competency development, public service training, evaluation of standard operating procedures (SOPs), and the use of information technology in public service delivery. The synergy between strong work discipline and optimal service quality is expected to improve personnel performance while strengthening public trust in the Indonesian National Police.

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CONCLUSION

Based on the research results and discussion, it can be concluded that service quality has a positive and significant effect on the performance of Polrestabes Makassar personnel. These results indicate that the better the service quality provided to the community, the higher the level of personnel performance in carrying out public service duties. Service quality manifested through reliability, responsiveness, assurance, empathy, and supported by adequate facilities and infrastructure is able to increase the effectiveness of task execution and strengthen community trust in police institutions.

Furthermore, work discipline has a positive and significant effect on personnel performance partially. This finding indicates that the higher the level of personnel work discipline, the better the resulting performance. Work discipline is one of the important factors supporting performance improvement through compliance with regulations, punctuality, responsibility, and consistency in carrying out tasks. However, the large contribution of work discipline to performance is not expected to stand alone, considering that the level of discipline within the Makassar Police has been implemented relatively evenly. Therefore, variations in personnel performance are also likely influenced by other factors, such as competence, work motivation, leadership, organizational culture, and the work environment.

Simultaneously, service quality and work discipline significantly affect personnel performance. The coefficient of determination value (R^2 = 0.530) indicates that both variables are able to explain 53% of the variation in personnel performance, while the remaining 47% is influenced by other factors outside the research model. This finding indicates that improving personnel performance requires a comprehensive approach through improving service quality, discipline coaching, competence development, and the implementation of effective human resource management systems.

Based on these research results, it is recommended that the leadership of Polrestabes Makassar continues to improve service quality through service excellence education and training, strengthening personnel competence, evaluating standard operating procedures, and utilizing information technology in public services. In addition, discipline coaching needs to be carried out consistently, supported by a reward system, supervision, and effective leadership to be able to encourage continuous improvement in personnel performance. Future research is recommended to add other variables, such as work motivation, leadership, organizational culture, job satisfaction, and competence, so that a more comprehensive model is obtained in explaining the factors that influence police personnel performance.

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