



Research Paper

The Relationship Between Employee Ability And Work Discipline With The Quality Of Public Services In Government Representative Offices Of West Java Province

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Abstract

This study aims to determine and analyze the relationship between employee capabilities and work discipline and the quality of public services at the West Java Provincial Government Representative Office. The research method used was a descriptive qualitative survey approach. This strategy was used to obtain the necessary data for hypothesis testing or to answer research questions, and as a tool to control for influencing variables in the study. Based on the research results, the following conclusions can be drawn from the discussion and research: a) The availability of human resources for improving public services at the West Java Provincial Government Representative Office is insufficient overall. This is due to the limited number of personnel and their capabilities. However, the efforts of employees to improve public services are quite good. b) Discipline is essential for every employee. This is evident in the discipline of employees arriving and leaving work on time, which indicates that through work discipline, employees can improve public services at the West Java Provincial Government Representative Office. c) To improve the understanding of the quality of public services possessed by civil servants, the personnel department can take steps to enhance their understanding and deepen their knowledge by participating in training, workshops, seminars, or utilizing media such as guidebooks. The research results revealed a relationship between improved civil servant capabilities and work discipline in providing services, resulting in significant progress and ease in public service delivery.

Keywords: Employee Competence, Work Discipline, Public Service Quality

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I. Introduction

Each provincial government has a representative office in the national capital, except for Jakarta. Therefore, the representative office represents each province. Jakarta, as the national capital, holds a strategic position from various perspectives. It serves as both the center of government and commerce. Therefore, the representative office plays a strategic role and has specific duties and responsibilities. In line with the 2008-2013 Strategic Plan of the West Java Provincial Government Representative Office, the vision of the West Java Provincial Government Representative Office was established as "A Partner in Official Facilitation and a Window of Information and Facilitation for the Promotion of West Java Development."

The working partner in official facilitation is the operational process of supporting services for state officials, state guests, central and regional government officials, the private sector, and the public in carrying out official duties. The Window of Information and Facilitation for the Promotion of West Java Development, in which the Representative Office plays a role in providing initial information to officials, the private sector, and the public regarding West Java's development.

To further this vision, the West Java Provincial Government Representative Office established five missions for the 2008-2013 period. The missions of the West Java Provincial Government Representative Office are:

1. Improve the competence and professionalism of civil servants in carrying out official service duties.
2. Improve adequate facilities and infrastructure.
3. Provide up-to-date and accurate data and information services for West Java development and facilitate the promotion of potential in DKI Jakarta.

4. Facilitate supporting services for central/regional government officials, the private sector, and the community.
5. Facilitate working relationships between the West Java Provincial Government and government institutions, departments/non-departmental institutions, and the domestic and foreign private sector.

Following Law Number 25 of 2004 concerning the National Development Planning System in conjunction with Government Regulation Number 8 of 2008 concerning the Stages, Procedures for the Preparation, Control, and Evaluation of Regional Development Implementation, the implementation of regional development planning deliberations integrated with regional spatial plans is stipulated in a Regional Regulation mandating that Regional Medium-Term Development is an elaboration of the elected Governor's platform, the preparation of which is guided by the comprehensive Provincial Long-Term Planning.

Based on West Java Provincial Regulation Number 6 of 2009 concerning the West Java Provincial Regional Development Planning System, to implement good governance based on democratic, transparent, accountable, effective, and efficient principles, it is necessary to support regional development planning that is an integral part of the national development planning system and integrated with regional development planning at the Regency/City level.

As bureaucratic reform progresses, with its primary agenda of realizing a professional, participatory, legally certain, transparent, accountable, credible, clean, and corruption-free state administration, sensitive and responsive to the interests and aspirations of the public, and the development of a culture and behavior within government officials that promotes the values and principles of good governance and fosters activities based on morals, ethics, integrity, and professionalism in public service, protection, service, and accountability. This is achieved through efforts to improve the quality of human resources, coupled with efforts to improve the welfare of civil servants, reorganize the institutional and administrative systems of state administration, improve the oversight system, and accelerate the implementation of e-government in all public service agencies. The demand for good state administration is growing.

The implementation of good governance is a prerequisite for every government to realize public aspirations and achieve the goals and ideals of the nation. To achieve this, the development and implementation of an appropriate, clear, measurable, and legitimate accountability system is necessary so that governance and development can proceed efficiently, effectively, cleanly, responsibly, and free from corruption, collusion, and nepotism.

With the increasingly rapid development of organizations, the role of human resources in activities is required to maximize efficiency and effectiveness, as well as to improve the quality of public services. Therefore, employees are expected to adapt to various conditions, starting with how they think, act, and evaluate all actions taken. Therefore, employees are expected to possess good public service quality in carrying out their duties following their assigned responsibilities.

The quality of public services is a crucial aspect in achieving organizational goals. Optimal goal achievement is the result of strong team or individual performance. Factors thought to be related to the quality of public services include: (a) employee capabilities, (b) work discipline, (c) development, (d) education, and (e) training. Employee capabilities and work discipline can support the implementation of office tasks. In addition to employee capabilities, work discipline, development, and education are also key factors in ensuring the smooth adjustment of office tasks.

Furthermore, employee capabilities without the support of work discipline will not be able to run well, discipline in coming to work, discipline in carrying out office tasks, discipline in completing office tasks, then the work cannot run on time as determined, so it is necessary to research the quality of public services at the Representative Office of the West Java Provincial Government whether there are obstacles that can disrupt the smooth process of these activities such as: (a) suboptimal employee capabilities due to the lack of maximum guidance, education, and training provided to employees so that employees lack good abilities in carrying out various work tasks in the organization; (b) suboptimal work discipline due to the absence of strict sanctions from the organization against employees who violate the regulations.

Based on these two related variables, the level of public service quality at the Representative Office of the West Java Provincial Government has not yet been achieved. Is it caused by other factors? Furthermore, the implementation of work discipline has been regulated in Government Regulation of the Republic of Indonesia Number 53 of 2010.

II. Literature Review

Ability

Abilities can be classified into two types: physical and intellectual. It is an undeniable fact that every person possesses a certain level of ability that distinguishes them from others. The implications of this reality in organizational life include the fact that everyone has strengths and weaknesses compared to those around them. Recognizing that each person has these strengths and weaknesses is crucial, among other things, because these abilities allow employees to take appropriate action.

The definition of ability is synonymous with the concept of creativity. Many experts have put forward different perspectives, such as Supriadi (2001), who states that everyone possesses creative abilities at varying levels. No one is completely devoid of ability or creativity; what is needed is how to develop that creativity (ability).

Robbins (2003) states that ability is the capacity an individual possesses to perform various tasks in a job. The Great Dictionary of the Indonesian Language (2000) defines "capable" as the ability or skill, while "ability" refers to a person or employee in an agency or office who possesses the skills or capability to perform a task, demonstrated through their actions to increase work productivity.

Work Discipline

As individuals, humans sometimes desire freedom, thus freeing themselves from all ties and regulations that limit their activities and behavior. However, humans are also social creatures who live among other individuals, and therefore need to feel accepted by others.

Each individual's adaptation to everything imposed on them will create an orderly society free from chaos. Likewise, life within an organization requires adherence to the rules and regulations of that organization. In other words, employee work discipline is essential, as organizational goals will be difficult to achieve without it.

Discipline comes from the word "disciple," meaning student; "disciplinary," meaning obedience. This word later evolved into "discipline," meaning obedience or matters relating to order. Thus, discipline means adherence to applicable rules, norms, standards, laws, and regulations. To carry out the government's demanding duties, efforts must be made to improve discipline among its employees. Government Regulation Number 53 of 2010 concerning Civil Servant Disciplinary Regulations states:

Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions stipulated in laws and/or official regulations, which, if disobeyed or violated, are subject to disciplinary action. Anoraga (2007) states that discipline is the mental attitude of an individual or group that consistently desires to follow or comply with all established rules. Sedarmayanti (2009) defines discipline as a mental attitude reflected in the behavior of individuals, groups, or communities, in the form of compliance or adherence to applicable rules, regulations, ethics, norms, and rules. Discipline can also mean self-control to avoid actions that conflict with the philosophy and morals of Pancasila.

Hasibuan (2009) states that discipline is a person's awareness and willingness to comply with all organizational regulations and applicable social norms. Meanwhile, Robert Bacal (2002) states that discipline is a process used to address performance issues. This process involves managers identifying and communicating performance issues to employees. If performance issues are not corrected, managers are also involved in identifying, communicating, and implementing the consequences. In the initial stages, the discipline process is similar, if not identical, to the performance management process.

Public Service Quality

According to Law No. 25 of 2009, public service is an activity or series of activities aimed at fulfilling service needs, following statutory regulations, for every citizen and resident regarding goods, services, and/or administrative services provided by public service providers.

Quality is essentially a relative term because it is abstract. It can be used to assess or determine the level of conformity of something to its requirements or specifications. If the requirements or specifications are met, the quality is considered good; conversely, if the requirements are not met, it can be considered poor. Therefore, determining quality requires indicators. Because the specifications, which serve as indicators, must be designed, quality is indirectly a result of the design and can be improved or enhanced.

Lukman (2000) states that one measure of success in providing quality (prime) service depends heavily on the level of customer satisfaction. Lovelock (2000) defines service as "a total organizational approach that makes quality of service, as perceived by the customer, the number one driving force for the operation of the business."

Thoha (2002) defines public service as an effort undertaken by an individual, group, or specific agency to provide assistance and convenience for the benefit of the community in order to achieve a desired goal. Furthermore, Moenir (2006) defines public interest as follows: a form of interest that concerns the public or society, not in conflict with norms and regulations, and which is based on the needs (needs/livelihoods) of the public or society.

Research Design

Research is essentially all the activities of searching, investigating, and experimenting naturally in a specific field, to obtain new facts or principles aimed at gaining new understanding and advancing the level of science and technology. It also means a person's efforts carried out systematically following methodological rules, for example, systematic, controlled observation, based on existing theory and supported by existing phenomena.

This research is a qualitative study with a descriptive case study design. The term "qualitative research" is defined as a type of research whose findings are not obtained through statistical procedures or other forms of calculation. Examples of qualitative research include studies on a person's life, history, and behavior, as well as on the role of organizations, social movements, or reciprocal relationships. Some data can be calculated, like census data, but the analysis is qualitative. Data is generally obtained through interviews and observations. The collected data is not statistically processed. To supplement the data generated from interviews and observations, researchers can use documents, books, videotapes, and even data that has been calculated for other purposes, such as census data.

Population and Sample

In general, a population is defined as a generalized area consisting of objects/subjects with certain qualities and characteristics, according to Sugiyono (2009). The population in this study was the employees at the West Java Provincial Government Representative Office, which has 23 employees. Sugiyono (2009) explains that a sample is a subset of the population's size and characteristics.

The sampling technique used was saturated sampling, a method where all members of the population are included as samples. This is often done when the population is relatively small, approximately 23 people. Another term for a saturated sample is "all," where all members of the population are sampled. Based on Sugiyono's (2009) opinion, the sample size in this study (using the saturated sampling technique) is 23 people.

Data Analysis Technique

Data analysis is necessary to process raw data to provide meaning and significance that is useful in solving research problems. This compilation uses qualitative analysis methods, namely data analysis carried out by describing, depicting, and explaining in depth the actual situation in the field or events that occurred.

According to Bogdan and Bikel (1982), qualitative data analysis involves working with data, organizing it, sorting it into manageable units, synthesizing it, searching for and discovering patterns, identifying what is important and what is to be learned, and deciding what to tell others.

The data analysis process in this study employs the model proposed by Miles and Huberman (Basrowi and Suwandi, 2008), which encompasses three simultaneous activities: data reduction, data presentation, and conclusion.

- a. Data reduction is the process of selecting, focusing, abstracting, and transforming raw data from the field. This process continues throughout the research.
- b. Data presentation is a collection of information that allows for drawing conclusions and taking action. Data presentation formats include narrative text, matrices, graphs, networks, and charts. The goal is to facilitate reading and conclusion.
- c. Concluding and verification. The meanings emerging from the data must be tested for accuracy and appropriateness to ensure validity. In this stage, the researcher develops propositions related to logical principles, adopting them as research findings, and then proceeds to examine the existing data, the data groupings that have been formed, and the propositions that have been formulated.

Research Results

1. Relationship between Employee Skills and Public Service Quality at the West Java Provincial Government Representative Office

Human resources are crucial for the successful implementation of organizational goals. These human resources must possess reliable potential, or personnel with the ability to address service-related issues. This reliable potential can be identified based on the required criteria. The primary criteria are those skilled in communication, public relations, and protocol, and able to operate computers and the latest information technology.

The human resources at the West Java Provincial Government Representative Office are quite adequate, as most existing personnel possess sufficient skills to support successful service delivery. The capacity of the personnel to provide services has been well-executed, but is not optimal due to the high workload and staff shortage. A temporary solution to address this is the West Java Provincial Government Representative Office, which is implementing employee training and education to support successful public service delivery.

From further analysis of interviews and questionnaires regarding the respondents' educational background and training, courses, or technical guidance, the following data were obtained:

Table 1. Relationship between Education Level and Service Quality

No.	Education Level	Total	(%)	Service Quality Assessment				
				TP	KP	CP	P	SP
1.	Master's Degree	2	9	-	-	-	2	-
2.	Bachelor's Degree	6	26	-	1	1	4	-
3.	High School	10	43	1	3	4	2	-
4.	Junior High School	3	13	-	1	2	-	-
5.	Elementary School	2	9	1	1	-	-	-

A review of resources and educational attainment suggests that, in general, the best service quality is assessed by employees with a bachelor's degree or higher. The following data were obtained from interviews and questionnaires regarding the training background, courses, or technical guidance attended by respondents:

Table 2. Relationship between Training and Service Quality

No.	Attended Training/Not Attended	Total	(%)	Service Quality Assessment				
				TP	KP	CP	P	SP
1.	Attended	7	30%	-	1	2	4	-
2.	Not Attended	16	70%	3	4	5	4	-

Table 2 shows that employee education and training are still very minimal (30%). The expected percentage of employees who have participated in training should be above 80%. This impacts the results/quality of service provided. The table illustrates that, in general, the best service quality assessment (Satisfaction) is obtained from employees who have participated in skills education/training programs. The Human Resources (HR) training program for civil servants (AP) addresses two basic needs that serve as benchmarks for inventory activities and efforts to improve employee capabilities:

- The need for work skills supported by the latest electronic or information technology naturally necessitates mastery of new skills.
- The need to achieve/meet expertise certification standards is realized through HR training in areas of expertise aligned with the agency's core duties and functions.

Furthermore, to prepare qualified HR personnel, the West Java Provincial Government Representative Office conducts training aimed at enhancing the professionalism, logical thinking skills, and personality of existing employees in carrying out their duties and functions. For example, HR development for civil servants at the West Java Provincial Government Representative Office encompasses the obligation to uphold the vision and mission of the regional government, maintain unity, and adhere to the principles of non-discrimination based on ethnicity, religion, race, or social class in providing services.

To maintain the quality of HR personnel at the West Java Provincial Government Representative Office, existing employees can be empowered by enhancing their knowledge through formal education programs for study permits. Formal education is provided to fulfill the study permit offered by the regional government to pursue further education at existing universities at one's own expense, without requiring the employee to be relieved of their duties at the West Java Provincial Government Representative Office.

Civil servant resource development is a crucial element in increasing productivity. Increased employee productivity indicates improved competency, and vice versa. If an employee is underproductive, the civil servant development officer can provide guidance to the underproductive employee by boosting morale and motivating them. This guidance requires effective communication with employees to motivate them to be productive.

Based on the above discussion, the availability of human resources for civil servants through capacity building to improve public services at the West Java Provincial Government Representative Office is not yet comprehensive. This is due to the limited number of civil servants, both in quantity and capability. However, the ability of employees to improve public services is quite good.

2. The Relationship between Work Discipline and Public Service Quality at the West Java Provincial Government Representative Office

Discipline plays a crucial role in employee performance. An employee with a high level of discipline will continue to perform well even without supervision from a superior. A disciplined employee will not steal work time for unrelated activities.

Table 3. Relationship between Work Discipline and the Public Service Quality

Statement	Service Assessment					Total
	TP	KP	CP	P	SP	
Mastering the Rules	0	1	3	11	8	23
Speed of service processes	0	2	5	12	4	23

Based on Table 3, among other things, the relationship between employee discipline and service quality is evident. The majority of respondents reported being satisfied or very satisfied with the speed of service, but service improvements are needed due to the presence of some respondents who expressed dissatisfaction. Therefore, it is important to consider employees' basic attitudes toward themselves, their competencies, and their work.

No disciplinary action is taken without punishment for employees who violate established rules. This aligns with Simamora's (2003) statement that: "Disciplinary action requires punishment for employees who fail to meet established standards." Therefore, every institution or organization has established sanctions as a warning to employees who violate established standards.

Properly implemented values and norms within an organization will ensure that employees are not burdened by the institution's rules, ultimately protecting their rights and ensuring they carry out their obligations effectively. Based on the explanation above, the discipline factor is an absolute must for every employee. If seen from the average on-time arrival and departure of employees/electronic absence recaps, this can reflect that employee work discipline is able to improve public services at the West Java Provincial Government Representative Office.

3. The Relationship between Employee Competence and Work Discipline and the Quality of Public Services at the West Java Provincial Government Representative Office

Based on the research results, the service quality is as shown in the following table:

Table 4. Reliability

Statement	Assessment (Reliability dimension)					Total
	TP	KP	CP	P	SP	
Employee Willingness	0	1	5	4	13	23
Employee Honesty	0	1	6	10	6	23
Speed of Service Process	0	2	5	12	4	23
Total	0	4	16	26	23	69

Table 4 provides an illustration that the Reliability dimension, according to respondents' perceptions, has been satisfactory, with a total achievement of 71% who considered themselves satisfied (P) and very satisfied (SP) and 5% who stated they were less satisfied (KP).

Table 5. Responsiveness

Statement	Assessment (Responsiveness dimension)					Total
	TP	KP	CP	P	SP	
Awareness of providing services	0	1	5	12	5	23
Employees understand regulations	0	1	3	11	8	23
Employees are skilled in their fields	0	0	7	7	9	23
Total	0	2	15	30	22	69

Table 5 provides an illustration that the Responsiveness dimension, according to respondents' perceptions, has been satisfactory, with a total achievement of 75% of those who considered themselves satisfied (P) and very satisfied (SP) and 2% who stated they were less satisfied (KP).

Table 6. Assurance

Statement	Assessment (Assurance dimension)					Total
	TP	KP	CP	P	SP	
Able to Communicate	0	1	5	11	6	23
Insight and Courtesy	0	2	5	12	4	23
Comprehensive Service	0	4	2	9	8	23
Total	0	7	12	32	18	69

Table 6 illustrates that the Assurance dimension, according to respondents' perceptions, has been satisfactory, and the politeness and communicative aspects in providing information to service users have good quality because the data shows that no respondents stated that they were dissatisfied (TP). With a total achievement of 72% who considered themselves satisfied (P) and very satisfied (SP), but 10% who stated that they were less satisfied (KP), this is a performance that must be improved every time a service is provided.

Table 7. Empathy

Statement	Assessment (Empathy dimension)					Total
	TP	KP	CP	P	SP	
Service to Official Guests	0	0	1	12	10	23
Legal Certainty	0	1	3	12	7	23
Public Attention	0	0	5	13	5	23
Total	0	1	9	37	22	69

Table 7, illustrates that the Empathy dimension according to respondents' perceptions has been satisfactory, using 3 questions, namely attention, legal certainty and guest service according to the wishes of all parties with a total achievement of being satisfied (P) and very satisfied (SP) of 85% and those who stated less satisfied (KP) of 1%. Positive responses in legal certainty in providing services to all parties were still found by 1 respondent, who stated they were less satisfied (KP). For this reason, employees must improve their abilities in this aspect and try to understand the wishes of service users.

Table 8. Tangibles

Statement	Assessment (Tangibles dimension)					Total
	TP	KP	CP	P	SP	
Providing convenience	0	1	2	15	5	23
Providing requested needs	0	0	6	9	8	23
Adequate equipment and supplies	0	1	2	12	8	23
Total	0	2	10	36	21	69

Table 8 illustrates that the Tangibles dimension, according to respondents' perceptions, was satisfactory, with a total of 82% satisfied (P) and very satisfied (SP) and 2% dissatisfied (KP). This data illustrates that service quality, in terms of equipment, physical equipment, and requested facilities, was dominated by statements expressing satisfaction. This relates to the office's function in facilitating official activities in the relationship between the regional and central governments and the general public in Jakarta.

From these results, it can be concluded that as long as there are still respondents who express dissatisfaction, service quality still needs to be improved. This means that the Representative Office must continue to strive to improve service quality and identify the causes of these deficiencies to achieve satisfactory results for service users.

Based on the data obtained above, there are several possible reasons for the continued negative responses from respondents regarding service quality at the Representative Office. One of them is an analysis of minimum staff requirements based on workload, which revealed a minimum of 32 staff needed, compared to the available 23 staff, resulting in a shortage of 9 staff. This impacts the employee's ability to complete existing work due to overlapping tasks and multiple assignments. Furthermore, given the diverse educational backgrounds of existing employees, 61% have a high school diploma or lower, and only 39% have a bachelor's degree. Therefore, it can be concluded that, based on formal education level, employee skills can be categorized as inadequate. However, when viewed in terms of group and rank, 52% hold Group III/a and above, and 48% hold Group II/d and below, indicating that the majority have adequate ranks/grades.

More attention should be focused on indicators with low scores, such as the assurance aspect, where the majority of respondents gave negative responses (less satisfied/unsatisfied) regarding the services provided. Efforts can be made to provide specific education and training to employees directly responsible for these services. Protocol training, public relations, and other public relations-related matters are needed, and it is hoped that this will improve employee quality, ensuring responsiveness and good manners in dealing with service users, whether in the form of data requests, information requests, or in coordinating services with staff/leaders.

Efforts to improve the quality of public services, which are the responsibility of the government in general and the West Java Provincial Government Representative Office in particular, must be continuously pursued within the capabilities and limited resources available to respond to various changes and growing demands within the community.

The implementation of the West Java Provincial Government Representative Office's duties, which adhere to applicable regulations as guidelines for work implementation, has encouraged the West Java Provincial Government Representative Office staff to comply with applicable provisions. The West Java Provincial Government Representative Office staff remain consistent in carrying out their duties and providing services. This consistency is demonstrated by providing services to everyone, facilitating access to information, and providing leadership services.

The ability of West Java Provincial Government Representative Office employees to complete their work correctly is oriented towards understanding and deepening their knowledge of service delivery. Socialization of existing system implementation and operating procedures is essential. This socialization must be comprehensive and contribute positively to the staff themselves. This can include awards for staff achievements as a reflection of their expertise development.

Based on interviews conducted to improve understanding of the quality of public services provided by existing officials, or through participation in workshops, seminars, or the use of media such as guidebooks, continuous efforts are needed to improve the quantity and quality of management personnel at the West Java Provincial Government Representative Office to improve the quality of public services following established procedures.

III. Discussion

The research results indicate a relationship between employee skills and work discipline and the quality of public services at the West Java Provincial Government Representative Office, both individually and simultaneously. Improving employee skills in efforts to improve the quality of public services can facilitate the resolution of government service issues and other issues, improving public services at the West Java Provincial Government Representative Office. In this regard, the human resources that determine the success of an organization are those with reliable potential, or those with the ability to resolve service-related issues.

Employee discipline plays a crucial role in employee performance. An employee with a high level of discipline will continue to perform well even without supervision from a superior. A disciplined employee will not waste work time on unrelated activities. To improve the understanding of the quality of public services among existing employees, the personnel department also takes steps to enhance their understanding and deepen their knowledge by holding workshops, seminars, or utilizing media such as guidebooks. The research findings indicate that employee services provide progress and ease of access to information for the public. This has been

implemented and executed well by employees at the West Java Provincial Government Representative Office to date.

Based on the aforementioned findings, the correlation between employee skills, work discipline, and public service quality is significant. However, these results suggest that as long as respondents remain dissatisfied, service quality still needs to be improved. This means that the Representative Office must strive to improve service quality and identify the causes of these deficiencies to achieve satisfactory results for service users.

This discussion concludes that the two independent variables above demonstrate a significant qualitative correlation. This means that without strong employee skills and strong work discipline, the quality of public service at the West Java Provincial Government Representative Office cannot be optimally implemented.

IV. Conclusion

Based on the research results, the researcher can draw the following conclusions:

1. The study found a strong correlation between the availability of competent human resources and public services at the West Java Provincial Government Representative Office. This is evident in the percentage of service satisfaction among employees with sufficient education, with 8 receiving a satisfactory rating. Meanwhile, 7 employees who did not receive training received negative/dissatisfied or less satisfied responses.
2. The relatively high absenteeism rate among employees, as evidenced by the implementation of electronic attendance, was 100%, as seen in the June attendance summary/attendance report. These results indicate that the discipline of service delivery, which provides progress and convenience in providing services and timely information to service users, has significantly improved service quality.
3. The relationship between employee capability, work discipline, and service quality for service users was measured using the dimensions of reliability, responsiveness, assurance, empathy, and tangibility. Overall, the service performance scores for these dimensions were satisfactory at 71%, 75%, 72%, 85%, and 82%, respectively. The Workload Analysis revealed a discrepancy, with the actual need for 32 employees, while the available staff was only 23, resulting in a gap of 9 employees. However, employee efforts to improve public services are quite good.

V. Recommendations

Based on the research results and the discussion in the conclusions above, the following suggestions can be made:

1. Continuous service improvement efforts are needed through human resource competency development to enhance the quality of public services by increasing the understanding and deepening of staff knowledge in providing services.
2. To improve work discipline, it is necessary to establish firm sanctions as a warning to employees who violate established standards within the organization.
3. To offset the workload, additional staff can be outsourced if formal recruitment procedures cannot be met immediately.

In conclusion, assurance must be a priority in efforts to improve office performance, particularly for indicators that score low. This is achieved through education and training, specifically for employees directly involved in service delivery and for all employees at the West Java Provincial Government Representative Office in general. The training provided is expected to differ from existing training programs, such as job training, financial administration, archiving, and so on. These training programs are insufficient because they are only effective in improving the quality of routine office work. To improve employee quality, particularly in service delivery, more training is needed in protocol, public relations, and other training programs related to public relations. These training programs are expected to improve employee quality, enabling them to be highly responsive in providing services, including responding to individual service users, responding to user issues, both in the form of data and information, and facilitating coordination.

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