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***THE INFLUENCE OF HUMAN RESOURCE QUALITY AND WORK DISCIPLINE ON ORGANIZATIONAL PERFORMANCE THROUGH SERVICE QUALITY IN THE PUPR DEPARTMENT OF MAMUJU REGENCY***

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<p style="text-align: right;"><b>Keywords :</b></p> <p>performance, leadership quality, work culture, teamwork</p> <hr/> <p style="text-align: right;"><b>Email Address :</b></p> <p><a href="mailto:ilham245@gmail.com">ilham245@gmail.com</a></p>	<p><b>Abstract</b></p> <p>This study aims to evaluate the performance of accelerating the issuance of Building Approval (PBG) recommendations at the PUPR Office of Mamuju Regency, both directly and indirectly through the quality of human resources, work discipline, and service quality. The study used a survey design without intervention which was carried out by observing the behavior of population groups. The approach used was quantitative using the Likert scale as a data collection instrument. The study was conducted for 2 months from November to December 2023, with a population of all employees of the PUPR Office of Mamuju Regency of 70 people, and all of them were used as research samples. Primary data were obtained through questionnaires, direct surveys, and interviews with respondents, while secondary data were obtained through literature studies. Data collected in the study were conducted using questionnaires, as well as observations and literature searches. The data collected were analyzed using path analysis, with the finding that the quality of human resources and work discipline have a direct effect on improving the quality of service and organizational performance at the PUPR Office of Mamuju Regency. Service quality also acts as an intervening variable that mediates the relationship between the quality of human resources and organizational performance. However, no significant mediating effect was found from work discipline on organizational performance, indicating that service quality is an important intervening variable between the quality of human resources and organizational performance, while work discipline does not have a significant mediating effect.</p> <p> This is an open access article under the <a href="https://creativecommons.org/licenses/by/4.0/">CC BY 4.0 International License</a></p> <p>© Point of View Research Economic Development (2024)</p>
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## Introduction

Management as an activity that connects various different activities in an organization, including the management of its human resources. Basically, management involves ways to organize, manage, and control existing systems in an organization with the aim of achieving common goals. In the context of civil servants, the biggest challenge in implementing a performance management system is ensuring that there is alignment between the organization's performance targets and the individual employee performance targets. This synchronization is important so that individual employee performance can contribute to the achievement of the overall government organization's goals.

The importance of organizational performance compared to individual performance is very significant because organizational performance refers to the overall effectiveness and efficiency of the organization in achieving its goals, while individual performance refers to how each member of the organization performs their duties and responsibilities. (Darics & Clifton, 2023). One of the factors that can affect organizational performance is the availability of human resources. Human resources are very crucial for an organization, so their management and arrangement must be carried out properly and utilized so that they can function optimally in order to achieve a set goal (Nirmalasary et al., 2020; Suryanto, 2019). A study conducted by (Laradika & Kawulusan, Bovie, 2022) and (Mogni et al., 2023) concluded in their research that there is an influence of human resource quality on organizational performance. However, there are also insignificant findings (Samiruddin & Husain, 2016 ; Saharuddin et al., 2019) showing that the quality of human resources does not sufficiently describe the working conditions of employees so that it has not significantly affected organizational performance.

In addition, other factors that can show the influence of organizational performance are work discipline, the existence of intellectual ability does not guarantee that someone can achieve organizational goals without discipline in the tasks that are their responsibility. Work discipline helps ensure that each team member or employee can carry out their tasks consistently and according to the rules (Unaradjan, 2013). The number of studies on discipline affecting organizational performance (Sosiawan & Rivai, 2019 ; Chrisnanto & Riyanto, 2020; Laradika & Kawulusan, Bovie, 2022). Meanwhile (Jaya et al., 2022) work discipline does not have a significant effect on performance but if combined with organizational culture it will strengthen its influence on performance.

The empirical description above is different from what was found in the case of the PUPR Office of Mamuju Regency in achieving its goals, where organizational performance is a challenge for the agency. The factors stated above, such as the quality of human resources and work discipline, are the causes of the difficulty in achieving goals optimally. Specifically, the problem is in the government program in terms of accelerating the issuance of PBG (Building Approval) recommendations by the apparatus. Acceleration of the issuance of building approval recommendations as a process or effort carried out nationally and run by the government, in this case the PUPR Office of Mamuju Regency to accelerate or shorten the time required by the authorities in issuing permits or approvals for building construction. So far, in many cases, the building permit process can take quite a long time because it involves a number of administrative stages, inspections, technical requirements, and legal procedures.

The quality factor of human resources (apparatus) in operational tasks is an indication of the weakness of service delivery, licensing, supervision and regulation of agencies. The PUPR Office of Mamuju Regency with the quality of employees who are still susceptible to administrative errors, limited staff in authorized agencies with sufficient technical knowledge in terms of building and construction requirements, is unable to carefully examine and assess construction plans. Due to limited technical knowledge and administrative skills, the licensing process is very slow so that sometimes construction projects have to wait months before they can start their projects. Delays in

starting construction cause additional costs for project owners because they have to pay for labor, equipment and licensing longer than expected.

In addition, the phenomenon in the field also shows that the work discipline factor. The community's need for increasingly easy and fast services has not been fully implemented optimally, bureaucratization in services, especially the issuance of permits for applicants, tends not to be in line with what was initiated by the government. This also happened at the PUPR Office of Mamuju Regency, the support of technology in the process of facilitating the issuance of permits for the community is hampered by human factors that sometimes cannot comply with the rules and policies that have been set.

Seeing the field phenomenon that organizational performance is difficult to achieve optimally when not supported by good service quality. Researchers see that the phenomenon that occurs at the PUPR Office of Mamuju Regency in terms of accelerating the issuance of building approval recommendations must be strengthened in terms of service quality, applicants are very sensitive to the complicated and long bureaucratic stages so that what must be strengthened is the quality of service, agencies make increased transparency by making information related to the requirements and procedures for issuing building approval recommendations more easily accessible to the public.

This study aims to determine and analyze the performance of accelerating the issuance of Building Approval (PBG) recommendations at the PUPR Office of Mamuju Regency, both directly and indirectly through the quality of human resources, work discipline and quality of service.

**Research**

**Methods**

This study uses survey research and quantitative approaches. This study was conducted at the PUPR Office of Mamuju Regency . As many as 70 employees were involved in the study, using saturated sampling. Data analysis used path analysis and data were collected through questionnaires distributed directly to all respondents.

**3 Results and Discussion**

**A. Validity Test**

The validity value of the statement for each variable indicator can be shown as follows:

*Table 1* of human resource quality ( X1 )

Indicator	Corrected Item-Total Correlation	r-critical	Invalid	Valid
X <sub>1.1</sub>	.748	0.30	-	√
X <sub>1.2</sub>	.853	0.30	-	√
X <sub>1.3</sub>	.909	0.30	-	√
X <sub>1.4</sub>	.870	0.30	-	√
X <sub>1.5</sub>	.436	0.30	-	√

Source: Processed primary data, 2024

*Table 2* Results of the work discipline validity test (X2)

Indicator	Corrected Item-Total Correlation	r-critical	Invalid	Valid
X <sub>2.1</sub>	.754	0.30	-	√
X <sub>2.2</sub>	.689	0.30	-	√
X <sub>2.3</sub>	.637	0.30	-	√
X <sub>2.4</sub>	.677	0.30	-	√

Source: Processed primary data, 2024

Table 3 Results of the service quality validity test (Y1)

Indicator	Corrected Item-Total Correlation	r-critical	Invalid	Valid
Y <sub>1.1</sub>	.593	0.30	-	√
Y <sub>1.2</sub>	.496	0.30	-	√
Y <sub>1.3</sub>	.404	0.30	-	√
Y <sub>1.4</sub>	.571	0.30	-	√
Y <sub>1.5</sub>	.458	0.30	-	√

Source: Processed primary data, 2024

Table 4 Results of the organizational performance validity test (Y2)

Indicator	Corrected Item-Total Correlation	r-critical	Invalid	Valid
Y <sub>2.1</sub>	.612	0.30	-	√
Y <sub>2.2</sub>	.680	0.30	-	√
Y <sub>2.3</sub>	.712	0.30	-	√
Y <sub>2.4</sub>	.629	0.30	-	√
Y <sub>2.5</sub>	.559	0.30	-	√
Y <sub>2.6</sub>	.364	0.30	-	√

Source: Processed primary data, 2024

As the table of processed data results for the fourth variable with its indicators, all are proven valid so that no question item data is excluded from the calculation. *Corrected Item-Total Correlation value* > r critical.

1) Reliability test

The alpha coefficient is used in this reliability test that the variables are reliable if the resulting Cronbach alpha value is above 0.6 (Ghozali, 2018) .

Table 5 Reliability test results

Variables	Statement items	Cronbach Alpha	Conclusion
Human resource quality (X <sub>1</sub> )	5	0.904	Reliable
Work discipline (X <sub>2</sub> )	4	0.848	
Service quality (Y <sub>1</sub> )	5	0.733	
Organizational performance (Y <sub>2</sub> )	6	0.823	

Source: Processed primary data, 2024

The calculation results show that the Cronbach's Alpha value for all tested variables is above 0.60 so it is reliable.

B. Data Analysis Results

1) Direct Influence

1. The quality of human resources (X<sub>1</sub>) and work discipline (X<sub>2</sub>) on the quality of service (Y<sub>1</sub>)

Table 6. 6Path model 1

Variables	Standardized Coefficients	Std. Error	Sig.
Quality of Human Resources (X <sub>1</sub> )	0.509	0.084	0.000
Work Discipline (X <sub>2</sub> )	0.249	0.113	0.026

a. Dependent Variable: Service Quality (Y<sub>1</sub>)

As shown in the table above, it is known that the path coefficient value ( $\alpha_1$ ) = 0.509 and the significance value is 0.000 (Sig <0.05), this can be interpreted that the quality of human resources (X<sub>1</sub>) has a positive and significant effect on the quality of service (Y<sub>1</sub>). The path coefficient value ( $\alpha_2$ ) = 0.249 and the p-value is 0.026 (Sig <0.05), the results can be interpreted that work discipline (X<sub>2</sub>) has a positive and significant effect on the quality of service (Y<sub>1</sub>).

Table 7. Determination value of path 1

R	R square
.684a	.467

a. Dependent Variable: Service Quality (Y<sub>1</sub>)

b. Predictors (Constant), Work Discipline (X<sub>2</sub>), Human Resource Quality (X<sub>1</sub>)

Furthermore, the value of the contribution of the independent variable to the dependent variable or the contribution of the quality of human resources and work discipline to the quality of service at the PUPR Office of Mamuju Regency was obtained as much as 0.467, meaning that the quality of service can be influenced by 46.7% by the variables of the quality of human resources and work discipline, and the remaining 53.3% value is influenced by other variables that are not included in the study.

## 2. Quality of human resources (X<sub>1</sub>), work discipline (X<sub>2</sub>) and quality of service (Y<sub>1</sub>) on organizational performance (Y<sub>2</sub>)

Table 8. Path model 2

Variables	Standardized Coefficients	Std. Error	Sig.
Quality of Human Resources (X <sub>1</sub> )	0.244	0.078	0.014
Work Discipline (X <sub>2</sub> )	0.417	0.094	0.000
Service Quality (Y <sub>1</sub> )	0.312	0.098	0.001

a. Dependent Variable: Organizational Performance (Y<sub>2</sub>)

The path coefficient value ( $\beta_1$ ) = 0.244 and the significance value is 0.014 (Sig <0.05), this means that the quality of human resources (X<sub>1</sub>) has a positive and significant effect on organizational performance (Y<sub>2</sub>). The path coefficient value ( $\beta_2$ ) = 0.417 and the significance value is 0.000 (Sig <0.05), this can be interpreted that work discipline (X<sub>2</sub>) has a positive and significant effect on organizational performance (Y<sub>2</sub>). The path coefficient value ( $\beta_3$ ) = 0.312 and the significance value

is 0.001 (Sig <0.05), this can be interpreted that service quality (Y<sub>1</sub>) has a positive and significant effect on organizational performance (Y<sub>2</sub>).

Table 9. Determination value of path 2

R	R square
.830a	.689

- a. Predictors: (Constant), Service Quality (Y<sub>1</sub>), Work Discipline (X<sub>2</sub>), Human Resources Quality (X<sub>1</sub>)
- b. Dependent Variable: Organizational Performance (Y<sub>2</sub>)

Furthermore, for the value of the contribution of the independent variable to the dependent variable or the contribution of human resource quality, work discipline and service quality to organizational performance at the PUPR Office of Mamuju Regency, it was obtained as much as 0.689, meaning that organizational performance can be influenced by 68.9% by the variables of human resource quality, work discipline and service quality, and the remaining 31.1% is influenced by other variables that were not studied.

2) Indirect Influence

- 1. The influence of human resource quality (X<sub>1</sub>) on organizational performance (Y<sub>2</sub>) through service quality (Y<sub>1</sub>).

Input:	Test statistic:	Std. Error:	p-value:
a 0.509	Sobel test: 2.81835377	0.05634779	0.00482706
b 0.312	Aroian test: 2.78875063	0.05694593	0.00529118
s <sub>a</sub> 0.084	Goodman test: 2.8489201	0.05574323	0.00438679
s <sub>b</sub> 0.098	Reset all	Calculate	

There is a significant mediation effect, the p-value obtained from the analysis results above is 0.004 < 0.05.

The value of the influence coefficient is 0.509 x 0.312 = 0.159 points

- 2. The influence of work discipline (X<sub>2</sub>) on organizational performance (Y<sub>2</sub>) through service quality (Y<sub>1</sub>).

Input:	Test statistic:	Std. Error:	p-value:
a 0.249	Sobel test: 1.81187753	0.04287707	0.07000512
b 0.312	Aroian test: 1.7543113	0.04428404	0.07937718
s <sub>a</sub> 0.113	Goodman test: 1.87551001	0.04142233	0.06072259
s <sub>b</sub> 0.098	Reset all	Calculate	

There is a significant mediation effect, as seen from the p-value obtained from the analysis results above, which is 0.070 > 0.05.

The value of the influence coefficient is 0.249 x 0.312 = 0.077 points

C. The influence of human resource quality on service quality

The results of the analysis show that the quality of human resources is able to improve the quality of service at the PUPR Office of Mamuju Regency. These results are also supported by (Frangky et al., 2020; Marthalina, 2018; Rukaya et al., 2019; Sakit et al., 2017) . The findings of the

research conducted at the PUPR Office of Mamuju Regency, especially in terms of accelerating the issuance of building approval recommendations (PBG), show that the quality of human resources plays a very important role in determining the quality of service provided to employees. Research shows that factors such as the level of expertise, knowledge, and skills of employees directly affect the efficiency and effectiveness of the PBG recommendation issuance process. Employees who have high technical skills, a deep understanding of applicable regulations and procedures, and the ability to communicate well tend to be able to handle PBG recommendation requests more quickly and accurately. These findings are supported by management theory, especially in the context of services. One relevant theory is Human Resource Theory. This theory emphasizes the importance of quality human resources in achieving organizational excellence, especially in providing superior services. According to this theory, individuals who have high quality as human resources, such as skills, knowledge, motivation, and good interpersonal skills, tend to provide better service. They can more effectively meet customer needs, handle problems quickly, and create positive experiences for customers. Thus, this theory consistently supports the finding that good service quality is provided by individuals because of the quality of human resources. This suggests that investing in the development and maintenance of quality human resources is an important strategy for organizations that want to achieve excellence in customer service and achieve overall organizational goals.

#### D. The influence of work discipline on service quality

The findings that have been previously conducted where work discipline can improve the quality of service at the PUPR Office of Mamuju Regency. These results are reinforced by (Simanjuntak & Panjaitan, 2021 ; Deviana & Samosir, 2020 ; and Johan, 2017) . The findings of the research conducted at the PUPR Office of Mamuju Regency, especially in terms of accelerating the issuance of building approval recommendations (PBG), clearly show that work discipline has a significant impact on improving the quality of service. These results indicate that officers who carry out their duties with good discipline tend to comply more with established procedures. They tend to complete their tasks on time and follow applicable regulations, thereby reducing the possibility of delays or errors in the PBG recommendation issuance process. This is in line with the opinion of (Hasibuan, 2018) , work discipline is the value of willingness and awareness possessed by individuals to obey and comply with various provisions that apply and also the social norms in them. In addition, work discipline also affects the behavior and attitude of officers in interacting with applicants or parties who need services. Officers who have a high level of discipline tend to be more professional in providing services, maintaining good communication, and providing clear and accurate information to applicants, thereby increasing the satisfaction and trust of the parties being served. Therefore, the findings of this study confirm that work discipline is not only important in maintaining internal order in the organization, but also directly contributes to improving the quality of service to the community who receive services or other stakeholders (Tjiptono, 2019) . This confirms that efforts to improve work discipline within an institution or service agency can be an effective strategy in achieving the goals of improving overall service quality.

#### E. The influence of human resource quality on organizational performance

The results of the analysis that have been carried out indicate that the quality of human resources can improve organizational performance at the PUPR Office of Mamuju Regency. The results of this study are supported by (Laradika & Kawulusan, Bovie, 2022 ; and Samiruddin & Husain, 2016) . The findings of this study provide concrete evidence that investment in developing the quality of human resources will strengthen the foundation of the organization, and have an impact on improving performance and work results. This is reinforced by the opinion of (Rivai, 2012) that the quality of human resources will always be inseparable from professional work. This emphasizes the importance of the role of humans as the main asset in carrying out organizational

functions, and highlights the need to focus on the development and empowerment of human resources as an effective strategy to achieve sustainable organizational goals. According to (Hondeghem, 2008) organizational performance as an indicator of assessing the effectiveness of organizational work functions as a guide for organizations to achieve the best results in accordance with the goals that have been set. This study also highlights that increasingly good organizational performance provides benefits that are directly felt by employees individually and the community in public services. By increasing efficiency in the PBG recommendation issuance process, employees can feel more satisfied with their work achievements. They feel proud of the positive contributions they make in facilitating development and growth in Mamuju Regency.

#### F. The influence of work discipline on organizational performance

The results of the previously analyzed research findings show that work discipline can improve organizational performance at the PUPR Office of Mamuju Regency. The results of this study are supported by (Sosiawan & Rivai, 2019 ; Chrisnanto & Riyanto, 2020 ; and Laradika & Kawulusan, Bovie, 2022) . As research has been conducted, employee work discipline has proven to be a very effective factor in improving overall organizational performance. This study reveals that the level of employee compliance with strictly established procedures and deadlines contributes significantly to the acceleration of the PBG recommendation issuance process. Employees who carry out their duties with high discipline are more oriented towards achieving targets and ensuring that every step in the process is carried out efficiently (Putra Pratama & Nurdiana Dihan, 2017) . They understand the importance of consistency in providing services to the community and other related parties, so they strive to meet or even exceed the expectations that have been set. In this study, the increasingly good organizational performance is reflected in the achievement of benefit indicators that are directly felt by employees individually and the community in public services. Employees who can maintain consistency in their behavior, whether outside or in the workplace, will help build trust and positive relationships with partners, customers, and the community at large. Thus, although work discipline within the organization has contributed greatly to achieving good performance, it is important to continue to encourage and reinforce compliance with the rules in all aspects of employee life (Moekijat, 2016) . This will help maintain the integrity and reputation of the organization, as well as create a professional and ethical work environment, which will ultimately support the achievement of the organization's overall goals.

#### G. The influence of service quality on organizational performance

The results of the analysis show that service quality can improve organizational performance at the PUPR Office of Mamuju Regency. The results of this study are supported by (Alsharari et al., 2017; Daku, 2019; Lee et al., 2020) . The research conducted shows that responsive, efficient, and quality service practices, the PUPR Office of Mamuju Regency succeeded in accelerating the process of issuing PBG recommendations. In this case, improving service quality not only helps to meet customer needs better, but also brings direct benefits to the efficiency and effectiveness of work within the organization. With more responsive and efficient service, internal processes within the organization can run more smoothly, allowing tasks to be completed more quickly and accurately (Gumussoy, CA and Koseoglu, 2016) . In addition, increased customer satisfaction as a result of better service quality can also have a positive impact on the organization's reputation and long-term relationships with customers. Thus, this study provides a deeper understanding of how effective service quality can be the key to improving organizational performance, as well as providing a basis for developing further strategies to improve public services in Mamuju Regency and other places.



## H. The influence of human resource quality on organizational performance through service quality

Based on the results of the analysis that has been carried out, it shows that the quality of human resource services can improve organizational performance through service quality at the PUPR Office of Mamuju Regency. These results are supported by research (Sasongko, 2018) which found that HRM practices significantly predict motivation, which in turn affects service quality. Li (2008) emphasized the importance of HR practices in improving service quality, especially in the service industry. Also, (Georgiadis & Kornelakis, 2021) highlighted the mediating role of human resources and employee turnover in the relationship between HRM practices and service quality. Furthermore, (Akdere, 2009) provides further support showing that HR practices that focus on quality are directly related to organizational performance outcomes. In terms of indirect effects, the findings of the study show that high service quality can indirectly realize the organizational performance of the PUPR Office of Mamuju Regency, supported by the quality of existing human resources. The good quality of service provided by PUPR Office employees reflects their competence, alertness, and responsiveness in serving the public, including in terms of issuing building approval recommendations. When the quality of service is improved, the positive perception of the permit applicants will increase, which in turn can result in customer satisfaction, increased public trust, and improved organizational reputation. Thus, improved service quality can drive overall organizational performance improvement. This proves that service quality not only has a direct impact on customer satisfaction, but also has a significant impact on overall organizational performance, when adequately and appropriately reinforced by the quality of human resources.

## I. The influence of work discipline on organizational performance through service quality

Based on the results of the analysis that has been carried out, it shows that work discipline can improve organizational performance through service quality at the PUPR Office of Mamuju Regency. The results of this study reveal that the level of employee compliance with the organization's internal rules is at an adequate level. Employees of the PUPR Office of Mamuju Regency show good compliance with established internal procedures and policies. However, it is unfortunate that this compliance does not always continue to aspects of compliance with social rules that can directly affect service. Lack of ability in terms of compliance with social rules can hinder the achievement of services that satisfy others. Although employees can carry out internal tasks well, compliance with social norms that may involve direct interaction with the community or customers can be an obstacle (Putnam, 2001). This can include things like sensitivity to customer needs and expectations, the ability to communicate well, or even just a willingness to help and provide better service. In the context of public services such as the PUPR Office, where interaction with the community is common, it is important to pay attention not only to compliance with internal rules, but also to compliance with social rules that can affect the overall quality of service. By increasing employee awareness and capabilities in this regard, the PUPR Service can optimize the achievement of services received with public satisfaction and expectations.

## 4 Conclusions

Based on the results of the study, it can be concluded that the quality of human resources and work discipline have a direct influence on improving the quality of service and organizational performance at the PUPR Office of Mamuju Regency, meaning that the better the quality of human resources and their work discipline, the better the quality of service and organizational performance will be. In addition, it was also found that service quality acts as an intervening variable that mediates the relationship between the quality of human resources and organizational performance. However, no significant mediation was found by work discipline on organizational performance at the PUPR

Office of Mamuju Regency. This indicates that service quality is the expected intervening variable between the quality of human resources and organizational performance, while work discipline is not a significant mediation in this study.

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