

How Does Employee Discipline Enhance Service Quality at Assistant Health Center?

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Abstract: This study examines the effect of employee work discipline on service quality at the Auxiliary Public Health Center in Kalempang Village, Sidenreng Rappang Regency. The research employed a quantitative descriptive method using questionnaires as the primary data collection instrument, with 60 respondents participating. The data were analyzed using statistical tools, including simple linear regression and hypothesis testing, with a significance level of 5 percent. The results show a significant percent positive correlation of 70 percent between employee discipline and service quality. The regression analysis further supports that 77 percent of the variability in service quality can be attributed to work discipline, with a t-value of 3.623 exceeding the t-table value of 1.672. This suggests that better work discipline improves service quality, particularly regarding employee punctuality, reliability, and responsiveness. However, the research also identifies several challenges, including the incomplete infrastructure at the health center, which affects the overall service quality. The implications of this study highlight the need for improved staff discipline and infrastructure development to enhance public service satisfaction in rural health facilities. The study contributes to the existing body of knowledge by providing empirical evidence on the importance of work discipline in improving service quality in the health sector. Limitations include the focus on a single health facility, which limits the generalizability of the findings. Future studies should consider expanding the scope of the research to include multiple health facilities and regions for a broader understanding.

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INTRODUCTION

In an era of globalization, the healthcare sector is undergoing rapid change (Kumar et al., 2024), driven by advances in technology and information that require continuous adaptation from providers and recipients (Shenkar et al., 2022). Growing public expectations for efficient (Sautkina, 2019), high-quality health services have become increasingly evident (Godbole & Burke, 2019). Communities no longer expect basic services; they demand effective, timely, and professional services from health facilities (Borujeni et al., 2020). Public health centers are critical to reaching underserved populations like community health centers (Taylor et al., 2021). However, the quality of service at these centers is highly dependent on the work discipline of the staff. Disciplined workers ensure punctuality, adherence to procedures, and compliance with standards, essential for public satisfaction (Kucher & Mohilevskyi, 2024). Consequently, work discipline is critical to the delivery of quality health services.

Despite the importance of discipline, many health workers in Kalempang Village Auxiliary public health center face challenges in maintaining the necessary service quality

standards. Public dissatisfaction is evident in frequent complaints about tardiness, irregular working hours, and lack of adherence to standard operating procedures (SOPs). Health services in the Auxiliary public health center often fail to meet community expectations (Septiana & Widowati, 2013), resulting in long waiting times for patients and diminished confidence in the services provided. The main problem is that workers do not strictly follow the prescribed schedule, negatively affecting the overall perception of service quality. Lack of discipline among health workers has led to inefficiencies that could hamper the health sector (Deka & Mahanta, 2024; Yitbarek et al., 2021).

In the era of globalization, the health sector is undergoing rapid changes driven by advances in technology and information (Lawelai et al., 2022), which require continuous adaptation from service providers and recipients (Subrahmanian & Swamy, 2018). Growing public expectations for efficient, high-quality health services have become increasingly evident. Communities no longer expect basic services; they demand effective, timely, and professional services from healthcare institutions (Hay, 2018). Public health centers, such as community health centers, are critical in reaching underserved populations. However, the quality of service at these centers is highly dependent on the work discipline of the staff. Disciplined workers ensure punctuality, adherence to procedures, and compliance with standards, essential to public satisfaction (Allan, 2016). Consequently, work discipline is critical to delivering quality health services.

Despite the importance of discipline, many health workers in Kalempang Village Auxiliary public health center face challenges in maintaining the required service quality standards. Public dissatisfaction is evident in frequent complaints about tardiness, irregular working hours, and lack of adherence to standard operating procedures (SOPs). Health services in the Auxiliary public health center often fail to meet community expectations, resulting in long waiting times for patients and diminished confidence in the services provided (Nurhayati, 2016). The main problem is that staff do not strictly follow the prescribed schedule, which negatively affects the overall perception of service quality. Inadequate discipline among health workers has led to inefficiencies that could hinder the Auxiliary Public Health Center's ability to improve public health (Sari et al., 2019).

Previous research emphasizes work discipline's role in improving productivity and organizational performance (Allan, 2016; Demikhov et al., 2020; Freund et al., 2019; Haque et al., 2022). However, the study examines how work discipline affects service quality in the health sector, particularly in health centers. In addition, discipline directly impacts productivity (Prasetyo et al., 2021), but the relationship between discipline and service quality is still under-researched (Sahetapy & Bahasoan, 2023), particularly in the health sector. It is still under-researched, particularly in the health sector. Applying these theories in healthcare requires further investigation to understand how specific elements of work discipline, such as punctuality and adherence to SOPs, translate into service improvement. This study aims to fill this gap by applying existing disciplines and theories to the healthcare sector, specifically in Kalempang Village Community Health Center.

To address the problems of staff indiscipline and improve service quality, it is necessary to implement stricter enforcement of work schedules and SOPs. Regular training programs for employees to reinforce the importance of discipline and adherence to organizational policies could be an effective solution (Esteban-Lloret et al., 2018). In addition, integrating modern attendance tracking systems and performance evaluation methods could provide more efficient oversight and ensure that employees are held accountable for their punctuality and work performance (Gabbert et al., 2023). Leadership within the health center also fosters a culture of discipline by consistently monitoring employee behavior, providing clear communication, and setting an example of adherence to standards. These actions would improve discipline and lead to higher quality service and greater community satisfaction.

The motivation for this study stems from the observed decline in service quality at Kalempang Village Auxiliary Public Health Center due to poor employee discipline. This poses a critical research question: How does employee discipline improve service quality at Kalempang Village Auxiliary Public Health Center? Understanding the relationship between worker discipline and service quality is essential to addressing existing gaps in service delivery. Given the vital role of the Auxiliary Health Center in providing health services to rural communities, examining how discipline affects service quality could provide actionable insights for improving healthcare delivery in similar settings. The study aims to provide practical solutions to enhance staff discipline and service outcomes by focusing on this relationship.

The primary objective of this study is to examine the role of employee discipline in improving service quality at Kalempang Village Auxiliary Public Health Center. Specific goals include (1) analyzing the current level of employee discipline and its impact on service delivery, (2) identifying the key factors contributing to disciplinary problems among health workers, and (3) proposing strategies to improve employee discipline and enhance overall service quality. This study also seeks to understand how improved discipline could lead to more efficient health service delivery, thereby addressing community grievances and improving public satisfaction with the services provided at the Auxiliary Health Center.

This research is significant because it contributes to academic knowledge and practical applications in the healthcare sector. By examining the role of staff discipline in service quality, this study provides insights into how health centers, particularly in rural areas, can improve service delivery through better staff management. The findings will be useful to health administrators seeking to improve the operational efficiency of health centers, thereby ensuring that communities receive the timely and quality health care they deserve. In addition, this research could inform policy changes regarding employee management in health facilities, potentially leading to a more disciplined and effective health workforce in similar settings—the ability to fulfill its role in improving public health.

RESEARCH METHODS

This study employs a descriptive quantitative methodology (Debout, 2012), to provide an objective account of the impact of work discipline on service quality at the

Kalempang Village Auxiliary Public Health Center. Descriptive quantitative research quantifies and analyzes the relationship between two primary variables: work discipline (variable X) and service quality (variable Y). This is achieved through the application of statistical techniques. This method is employed to ascertain the extent to which work discipline influences the quality of service the community receives. Quantitative methods ensure objective results and can be generalized from the research sample (Ab Rahman, 2021). By focusing on numerical data and systematic data analysis, this research aims to produce accurate conclusions regarding the impact of work discipline on the quality of public services.

Data Collection Technique

The data collection process employed in this study involved utilizing various research instruments, including questionnaires and observations (Chen et al., 2020). A questionnaire was distributed to Auxiliary Public Health Center employees and service recipients to obtain quantitative data on work discipline and service quality. The questionnaire items were constructed with a Likert scale to assess respondents' attitudes and perceptions of the research variables. Furthermore, observations were conducted on-site to ascertain how work discipline manifests in the Auxiliary Public Health Center's daily operations and how services are delivered to the community. Combining these three data collection techniques is anticipated to yield a comprehensive understanding of the conditions under investigation.

Data Analysis Technique

Once the data had been collected, it was analyzed using descriptive and inferential statistical techniques (El Morr et al., 2022). The quantitative data from the questionnaire was processed using statistical software to calculate the mean, percentage, and frequency distribution, thus facilitating a descriptive analysis (Hayat et al., 2017). To test the research hypothesis, a simple linear regression analysis was conducted to ascertain how work discipline (variable X) affects service quality (variable Y). Furthermore, the t-test was employed to determine the significance of the relationship between the independent and dependent variables by comparing the t-count value with the t-table (Creswell, 2019). The test criteria used are as follows: if the t-count value is greater than the t-table, then the alternative hypothesis (H_a) is accepted, which signifies a significant influence between work discipline and service quality. The results of this analysis are anticipated to furnish empirical evidence substantiating the hypothesis that work discipline plays a pivotal role in enhancing service quality at the Auxiliary Public Health Center.

RESULTS AND DISCUSSION

This study aims to ascertain the impact of work discipline on service quality at the Auxiliary Public Health Center in Kalempang Village, Sidenreng Rappang Regency. The results of the data analysis indicate that work discipline plays a significant role in determining the quality of services provided to the community. The coefficient table illustrates a notable correlation between the independent variable (work discipline) and the dependent variable (service quality), as evidenced by a t-count value of 3.623, which exceeds the t-table value of 1.672, and a significance level of 0.001, which is less than 0.05. Consequently, the alternative hypothesis (H_a) is supported.

Table 1. Coefficients^a

Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.575	2.012		5.256	0.000
Influence	0.415	0.115	0.43	3.623	0.001

Table 1 shows that attendance is an important indicator of work discipline. The results of the questionnaire show that most of the Auxiliary Public Health Center employees come to work on time. However, some employees showed a lack of discipline in this regard. Although their attendance is satisfactory, further improvement is needed to achieve optimal attendance levels. This is an important consideration as punctuality has a significant impact on the accessibility of health services to the needy.

The findings indicate that employee adherence to work regulations at the Auxiliary Public Health Center in Kalempang Village is not optimal. Many employees frequently leave the workplace during working hours, leading to notable dissatisfaction among the local community. This low level of compliance indicates a necessity for an increase in employee awareness and responsibility for adherence to applicable work procedures. In the absence of satisfactory compliance, enhancing the quality of services will be challenging.

Accountability can be defined as the capacity of employees to fulfill their duties by established work standards (Liston-Heyes & Juillet, 2020). The results of the questionnaire indicate that employees' accountability level at the Auxiliary Public Health Center is satisfactory. This is evidenced by their ability to provide services that meet the community's expectations. The employees can fulfill their obligations professionally, adhere to established quality standards, and consistently provide reliable service.

Furthermore, employees demonstrate a commendable level of vigilance and precision in their work, particularly in exercising caution and accuracy in executing their duties (Jordan et al., 2012). In general, auxiliary public health center employees exercise caution and diligence to minimize potential errors. The principles of effectiveness and efficiency are consistently prioritized when completing tasks, contributing to the overall quality of health services provided to the community.

The presence of good work ethics is an essential element in the creation of a harmonious and professional work environment (Hijal-Moghrabi et al., 2017). The questionnaire results indicate that the Auxiliary Public Health Center employees in Kalempang Village exhibit commendable work ethics, as evidenced by their polite, friendly, and respectful demeanor toward the community they serve. This positive work ethic correlates with increased community satisfaction, as evidenced by the perception of being valued and well-served.

Nevertheless, the findings indicated that the physical facilities at the Auxiliary Public Health Center in Kalempang Village remained insufficient. The facility lacks essential items such as seating in the waiting room, tables, and medical equipment. Furthermore, the cleanliness of the environment at the Auxiliary Public Health Center

remains a concern. This absence of facilities contributes significantly to community dissatisfaction, as optimal physical facilities are indispensable to an exemplary healthcare experience.

Notwithstanding the deficiencies in physical facilities, the Auxiliary Public Health Center staff exhibited commendable reliability in delivering services to the established plan without recurring errors. This indicates that the Auxiliary public health center employees possess the requisite training and professional skills to serve the community effectively. This reliability is important in fostering Auxiliary Public Health Center community trust.

Additionally, the responsiveness of Auxiliary public health center employees to community complaints and needs is also commendable. The staff demonstrates consistent responsiveness in patient interactions, providing clear directions and ensuring that individuals do not experience undue wait times. This capacity to prioritize community needs enhances overall satisfaction levels.

The results of this study show that work discipline significantly impacts service quality at the Kalempang Auxiliary Public Health Center. This finding is consistent with previous research that shows that work discipline, especially punctuality and adherence to work rules, is one of the key factors influencing public service delivery's effectiveness. Good work discipline will increase employee reliability in service delivery, impacting public trust and satisfaction with health service institutions (Mohase & Khumalo, 2014). In the context of Kalempang Auxiliary Public Health Center, although the punctuality of employees' attendance is generally good, the indiscipline of some employees in complying with working hours is still a challenge, as also found in other studies that highlight the influence of absenteeism and habits of leaving the workplace on service quality (Mohase & Khumalo, 2014).

In addition to work discipline, this study also found that the work ethics of Kalempang Auxiliary Public Health Center employees positively contribute to community satisfaction. This result is consistent with the survey, which showed that good work ethics, such as polite, friendly, and respectful attitudes, are important components in creating a positive experience for service recipients (Liu et al., 2016). Good interpersonal skills improve service duality and develop a sense of trust and comfort among the public. In this study, the employees of Kalempang Auxiliary Public Health Center demonstrated good work ethics, but inadequate physical facilities were an obstacle to achieving optimal service quality. The importance of adequate support facilities as an important factor in improving the quality of health services (Farhadi et al., 2020).

Meanwhile, the reliability and responsiveness of staff in handling community complaints were also found to be an important aspect of this study, supporting previous research findings. Good responsiveness is one factor that increases service recipients' satisfaction (Ingram et al., 2012), especially in health services. The employees of Kalempang Auxiliary Public Health Center show high reliability and responsiveness. However, there are still shortcomings regarding adherence to work procedures and limited physical facilities. Therefore, improving work discipline and providing more adequate facilities are expected to strengthen service quality and increase community

satisfaction in the future (Haque et al., 2022; Soetjipto et al., 2020; Yee et al., 2015), the important role of infrastructure provision in improving service quality.

CONCLUSION

The findings of this study indicate a significant positive correlation between employee work discipline and service quality at the Auxiliary Public Health Center in Kalempang Village, Sidenreng Rappang Regency. The data obtained indicates a significant positive correlation between work discipline and service quality, with a correlation coefficient 0.70. This suggests that improving employee discipline will enhance the community's service quality. Furthermore, in 77 percent of the total health facilities in this region, employee discipline directly impacts the quality of service offered. While some aspects of the discipline are already classified as satisfactory, improvements are still required to ensure compliance with regulations and the availability of physical facilities to further optimize health services.

This study suggests that work discipline significantly determines enhanced performance and productivity. In this context, it is directly correlated with the quality of public services in the health sector. In practice, the results of this study confirm the importance of implementing and monitoring stricter work discipline in the Auxiliary Public Health Center and the necessity for continuous employee training. Punctual attendance and adherence to applicable work procedures are indicative of good discipline. Furthermore, it is imperative to prioritize enhancing health infrastructure and facilities to facilitate the provision of superior services.

This study is subject to several limitations, including the narrow scope of its research, which is confined to a single area: the Auxiliary Public Health Center in Kalempang Village, Sidenreng Rappang Regency. As a result, the findings may not be readily generalizable to other contexts. Furthermore, the data utilized in this study were primarily derived from questionnaires, which are susceptible to subjectivity bias. To enhance the rigor of future research, it is recommended that the study's coverage area be expanded and that more diverse data collection methods, such as in-depth interviews or long-term observations, be employed to gain a more comprehensive understanding of the influence of work discipline on service quality in various regions.

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