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The Effect of Discipline and Organizational Climate on the Quality of Public Services at the Bogor City Samsat

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Abstract: The quality of public service is the main indicator of the success of government agencies' performance in meeting the needs and expectations of the community, especially in motor vehicle administration services at the Bogor City SAMSAT which demands speed, accuracy, and accountability of service. Optimal service quality cannot be separated from the role of human resources, especially work discipline and organizational climate formed in the work environment. This study aims to analyze the influence of work discipline and organizational climate on the quality of public service at the Bogor City SAMSAT, both partially and simultaneously. This study uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 112 Bogor City SAMSAT employees who served as research respondents. The data analysis technique used was multiple linear regression analysis with the help of the Statistical Package for the Social Sciences (SPSS) version 29 program. The results of the study indicate that partially work discipline has a positive and significant effect on service quality, with a t-value of 9.418 and a significance level of 0.000. In addition, organizational climate also has a positive and significant effect on service quality with a t-value of 5.872 and a significance level of 0.004. Simultaneously, work discipline and organizational climate have a significant effect on the quality of public services, as indicated by the F-value of 45.832 with a significance level of <0.001. The coefficient of determination (R Square) of 0.457 indicates that work discipline and organizational climate are able to explain 45.7% of the variation in service quality, while the remaining 54.3% is influenced by other factors outside the research model. This finding confirms that the implementation of consistent work discipline and the creation of a conducive organizational climate are strategic factors in improving the quality of public services at SAMSAT Bogor City.

Keyword: Discipline, Organizational Climate, Quality of Public Services, Samsat, Bogor City.

INTRODUCTION

Public service is a key indicator of the success of governance and the quality of public administration in Indonesia. One form of public service that directly impacts the public interest is motor vehicle administration services, implemented by the One-Stop Integrated Administration System (SAMSAT). Services such as vehicle registration, vehicle registration renewal, vehicle tax payments, and document validation require speed, accuracy, transparency, and professionalism from the public. The quality of public service is measured not only by the final outcome but also by the process and interactions between employees and the public, reflecting the image and credibility of the local government. Parasuraman, Zeithaml, and Berry (1988) emphasized that service quality is determined by the dimensions of tangibles, reliability, responsiveness, assurance, and empathy, all of which are strongly influenced by the behavior and performance of public service personnel.

In the context of SAMSAT services, employee discipline is a fundamental factor determining the effectiveness and quality of services provided. Work discipline reflects employee compliance with regulations, standard operating procedures, and applicable service ethics. Rivai and Sagala (2017) state that discipline is the main foundation of professional behavior that directly influences individual and organizational performance. Employees with a high level of discipline tend to work on time, are meticulous in administration, are responsible for their duties, and are consistent in providing services according to procedures. Conversely, low work discipline can trigger service delays, administrative errors, and decrease public trust in public service institutions.

In addition to work discipline, organizational climate also plays a strategic role in determining the quality of public services. Organizational climate reflects employee perceptions of the work environment, communication patterns, leadership styles, management support, and the reward system in place within the organization. Robbins and Judge (2017) explain that a positive organizational climate can increase employee motivation, job satisfaction, loyalty, and performance. In a conducive work environment, employees tend to exhibit cooperative, proactive, and service-quality-oriented work behavior. At the Bogor City SAMSAT, a positive organizational climate is reflected through solid teamwork, open communication, and leadership support for the implementation of service tasks.

Technological developments and increasing public demand for fast and transparent services have further complicated the challenges facing the Samsat (State-Owned Vehicle Administration Agency). The implementation of digital systems such as the National Samsat Online and the integration of administrative systems are expected to improve service efficiency and accountability. However, the success of these technologies depends heavily on the human factor within the organization. Disciplined employees working within a supportive organizational climate are better able to operate the system optimally, minimize errors, and provide responsive service. Ghozali and Latan (2015) emphasized that public service transformation is determined not only by technology, but also by the readiness of human resources and the internal conditions of the organization.

The quality of public services is also closely related to public perceptions of the integrity, fairness, and professionalism of government officials. Punctuality, document accuracy, politeness, and clarity of information are important aspects that shape public satisfaction. Ghozali (2018) stated that public satisfaction is the result of a combination of employee work discipline and a healthy organizational climate. Employees who work in a disciplined manner in a positive work environment will be more consistent in implementing procedures fairly, transparently, and free from discriminatory treatment, thereby maintaining public trust in service institutions.

Various previous studies have shown that the quality of public services in government agencies is significantly influenced by human resource management, particularly aspects of work discipline and organizational climate. Dessler (2017) emphasized that effective human

resource management includes discipline development, competency development, supervision, and ongoing performance evaluation. Therefore, it is important to empirically examine the influence of employee work discipline and organizational climate on the quality of public services. This research is relevant for the Bogor City SAMSAT (Serving Service Agency) to provide academic contributions and practical recommendations for improving the quality of public services that are professional, effective, and oriented towards public satisfaction.

Work Discipline

Work discipline is a fundamental concept in human resource management that plays a crucial role in determining employee behavior and performance. Hasibuan (2019) defines work discipline as an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. Rivai and Sagala (2017) state that discipline is a management tool used to encourage employees to comply with established work regulations and standards. Meanwhile, Sutrisno (2018) views work discipline as an employee's respect for regulations, reflected in their daily work behavior. Robbins and Judge (2017) add that discipline is closely related to self-control and individual responsibility in carrying out organizational roles. Thus, work discipline is not merely formal compliance but also reflects employee integrity and professionalism.

Work discipline has broad dimensions, encompassing time discipline, administrative discipline, behavioral discipline, and adherence to standard operating procedures. Sinambela (2016) explains that time discipline is reflected in punctuality in attendance and efficiency in completing work. Mangkunegara (2017) emphasizes that behavioral discipline encompasses work attitude, service ethics, and compliance with superiors' instructions. Armstrong and Taylor (2020) state that administrative discipline relates to accuracy in recording, documenting, and reporting work. According to Luthans and Doh (2018), consistent discipline will create order in work and reduce operational errors. Therefore, work discipline is a crucial prerequisite for public service organizations in maintaining stable and reliable service quality.

In the context of public organizations, work discipline has direct implications for the quality of service perceived by the public. Siagian (2014) states that disciplined employees tend to work more efficiently, responsibly, and are oriented towards user satisfaction. Dessler (2017) emphasizes that strong work discipline will facilitate the process of monitoring and evaluating organizational performance. Yukl (2013) adds that discipline also functions as a behavioral control mechanism to optimally achieve organizational goals. Therefore, work discipline at the Bogor City SAMSAT is a strategic factor in ensuring smooth service processes, reducing public complaints, and increasing public trust in government service institutions.

Organizational Climate

Organizational climate is a general description of employee perceptions of the organization's internal environment, which influences their work attitudes and behaviors. Robbins and Judge (2017) define organizational climate as employees' shared perceptions of the policies, practices, and procedures applicable within the organization. Stringer (2002) states that organizational climate reflects the "psychological atmosphere" experienced by employees at work. Luthans (2011) emphasizes that organizational climate acts as a mediator between organizational systems and individual performance. Gibson et al. (2012) view organizational climate as a contextual factor that influences employee motivation and job satisfaction. Therefore, organizational climate is a crucial element in shaping the service behavior of public officials.

Organizational climate consists of various dimensions, such as leadership style, internal communication, reward systems, role clarity, and management support. Litwin and Stringer (1968) suggested that organizational climate is influenced by organizational structure, responsibilities, work standards, and interpersonal relationships. Armstrong (2012) stated that

a positive work climate is characterized by open communication, trust, and appreciation for employee contributions. Greenberg and Baron (2013) added that perceptions of organizational justice are an important part of organizational climate that influences employee attitudes. According to Wirawan (2015), a conducive organizational climate will encourage work engagement and collaboration among employees, thus positively impacting service performance.

In public service organizations, a positive organizational climate is a prerequisite for the creation of quality, community-oriented services. Luthans (2011) stated that employees who work in a healthy organizational climate tend to demonstrate prosocial behavior and high work commitment. Siagian (2014) emphasized that a positive organizational climate can reduce internal conflict and work stress, allowing employees to focus on public service. Robbins and Coulter (2016) added that an organizational climate that supports innovation and learning will improve the organization's ability to adapt to community demands. Therefore, the organizational climate at the Bogor City SAMSAT is a key factor in supporting employee professionalism and improving the quality of public services.

Quality of Public Services

Public service quality is a concept that describes the level of conformity between the services provided by public organizations and the expectations of the public as service users. Parasuraman, Zeithaml, and Berry (1988) define service quality as the difference between customer perceptions of the service received and their expectations of the service they should receive. Tjiptono (2015) states that service quality reflects an organization's ability to consistently meet the needs and desires of the public. Kotler and Keller (2016) view service quality as a competitive advantage that determines user satisfaction and loyalty. Therefore, public service quality is a key indicator of the success of government agencies.

Public service quality is generally measured through several key dimensions. Parasuraman et al. (1988) proposed five dimensions of SERVQUAL: tangibles, reliability, responsiveness, assurance, and empathy. Zeithaml et al. (2018) emphasized that the reliability and responsiveness dimensions are crucial in public service because they are directly related to the speed and accuracy of service. Sinambela (2016) added that transparency and accountability are also important dimensions in public service. According to Osborne (2010), public service quality is measured not only by results but also by the process and interactions between employees and the public. Therefore, service quality reflects system performance and apparatus behavior simultaneously.

In the context of public services at the SAMSAT (Special Administrative Body for Public Order), service quality is strongly influenced by internal organizational factors, particularly employee discipline and organizational climate. Ghazali (2018) stated that public satisfaction with public services is the result of the interaction between organizational systems and employee behavior. Dessler (2017) emphasized that service quality will be difficult to achieve without disciplined human resources and a supportive work environment. Robbins and Judge (2017) added that consistent and professional service behavior is a reflection of a healthy organizational climate. Thus, the quality of public services at the Bogor City SAMSAT is the outcome of the synergy between employee discipline and a conducive organizational climate.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine the relationship and influence between two independent variables on the dependent variable. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism, used to study a specific population or sample with the aim of testing a predetermined hypothesis. Meanwhile, Sekaran and Bougie

(2016) state that causal research is used to identify the influence of one variable on another through statistical testing. In this study, a quantitative approach was chosen because it is able to provide an objective picture of the influence of work discipline and organizational climate on the quality of public services at the Bogor City SAMSAT based on measurable empirical data. This study is cross-sectional, meaning data collection is carried out at a specific point in time without conducting experimental treatments (Creswell, 2018).

Research Population and Sample

The population in this study were all employees working at the SAMSAT in Bogor City, with a total population (N) of 155 people. According to Arikunto (2016), a population is all research subjects who have certain characteristics and are relevant to the research objectives. Given the relatively large population, this study used a sampling technique to determine the research respondents. The determination of the number of samples was carried out using the Slovin formula, with an error rate of 5%, resulting in a sample size of 112 respondents. The sampling technique used was proportionate random sampling, which is a random sampling technique that considers the proportion of work units or sections within the organization (Sugiyono, 2019). This technique was chosen so that the sample can represent the population fairly and proportionally.

Method of collecting data

The data collection method in this study used a questionnaire as the main instrument. The questionnaire was structured as a closed-ended statement using a five-level Likert scale, ranging from strongly disagree to strongly agree. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer. Sekaran and Bougie (2016) emphasized that the use of questionnaires is effective for measuring respondents' attitudes, perceptions, and opinions systematically and quantitatively. The questionnaires in this study were distributed directly to respondents at the Bogor City SAMSAT environment with the aim of obtaining accurate and relevant primary data. This method was chosen because it is efficient, able to reach a large number of respondents, and facilitates the process of statistical data processing.

Research Instruments

The research instrument was a questionnaire compiled based on the indicators of each research variable. The work discipline variable was measured through indicators of punctuality, compliance with regulations, responsibility for tasks, and adherence to standard operating procedures, as stated by Hasibuan (2019) and Rivai and Sagala (2017). The organizational climate variable was measured through indicators of internal communication, leadership support, teamwork, role clarity, and reward systems, referring to the opinions of Robbins and Judge (2017), Luthans (2011), and Stringer (2002). Meanwhile, the public service quality variable was measured using the dimensions of tangibles, reliability, responsiveness, assurance, and empathy as developed by Parasuraman et al. (1988) and Tjiptono (2015). All statement items were tested for validity and reliability before being used in further analysis to ensure the instrument was able to measure the variables accurately and consistently.

Data Analysis Methods

The data analysis method in this study uses inferential statistical analysis with the help of Statistical Package for the Social Sciences (SPSS) version 29 software. According to Ghozali (2018), SPSS is a statistical analysis tool widely used in social research to process quantitative data accurately and systematically. The stages of data analysis include validity testing, reliability testing, classical assumption testing (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, and partial (t-test) and

simultaneous (F-test) hypothesis testing. Hair et al. (2019) stated that multiple linear regression is used to test the effect of two or more independent variables on one dependent variable. The use of SPSS version 29 was chosen because it has complete, accurate, and relevant analysis features to support hypothesis testing in this study.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b. If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁ , and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis
Hypothesis 1

Null hypothesis 1 (H₀₁) Work discipline does not have a positive and significant effect on the quality of public services at the Bogor City SAMSAT.

Alternative hypothesis 1 (H_{a1}) Work discipline has a positive and significant effect on the quality of public services at the Bogor City SAMSAT.

Hypothesis 2

Null hypothesis 2 (H₀₂) Organizational climate does not have a positive and significant effect on the quality of public services at SAMSAT Bogor City.

Alternative hypothesis 2 (H_{a2}) Organizational climate has a positive and significant effect on the quality of public services at the Bogor City SAMSAT.

Hypothesis 3

Null hypothesis 3 (H₀₃) Work discipline and organizational climate simultaneously do not have a positive and significant effect on the quality of public services at the Bogor City SAMSAT.

Alternative hypothesis 3 (H_{a3}) Work discipline and organizational climate simultaneously have a positive and significant effect on the quality of public services at the Bogor City SAMSAT.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R² = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H₀ is accepted. 2) If F count > F table , then H₀ is rejected .

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r² value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient

of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination
 r = Correlation coefficient value.

RESULTS AND DISCUSSION

t-test

The t-test is used to determine the extent to which each independent variable individually influences the dependent variable in a regression model. In other words, this test aims to determine whether each independent variable has a significant influence on the dependent variable partially. The test decision is made by looking at the significance value (Sig.) in the "Sig." column or comparing the calculated t-value with the t-table. If the Sig. value is <0.05, then the variable is considered to have a significant influence on the dependent variable.

t- Test Results Table
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,814	2,190		-0.828	0.409
	WORK DISCIPLINE	0.242	0.026	0.668	9,418	0,000
	ORGANIZATIONAL CLIMATE	0.203	0.023	0.618	5,872	0.004

a. Dependent Variable: QUALITY OF SERVICE

Source: Processed data from SPSS 29, (2025)

Based on the t-test results, the significance value for the Work Discipline variable is 0.000 < 0.05 with a calculated t = 9.418, so it can be concluded that Work Discipline has a partial significant influence on Service Quality. This means that increasing Work Discipline will contribute significantly to improving Service Quality.

Meanwhile, the Organizational Climate variable has a significance value of 0.004 < 0.05 with a calculated t = 5.872, which indicates that Organizational Climate also has a partial significant effect on Service Quality. Thus, both independent variables, both Work Discipline and Organizational Climate, individually have a positive and significant influence on improving Service Quality.

F test

The F-test is used to examine the simultaneous influence of independent variables on the dependent variable in a regression model. In other words, this test is conducted to determine

whether all independent variables together have a significant influence on the dependent variable. The decision-making criterion in the F-test is that if the significance value (Sig.) is <0.05, then the regression model can be said to be simultaneously significant

Table 5.14 F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	284,812	2	142,406	45,832	<.001 _b
	Residual	338,679	109	3,107		
	Total	623,491	111			

a. Dependent Variable: QUALITY OF SERVICE
 b. Predictors: (Constant), ORGANIZATIONAL CLIMATE, WORK DISCIPLINE

Source: Processed data from SPSS 29, (2025)

Based on the ANOVA table, the calculated F value is 45.832 with a significance (Sig.) <0.001. Since the Sig. value is <0.05, it can be concluded that simultaneously the independent variables of Organizational Climate and Work Discipline have a significant effect on the dependent variable of Service Quality. This means that changes or variations in both independent variables simultaneously are able to explain changes in Service Quality. In other words, the regression model used is feasible and relevant because it is able to predict Service Quality well based on Organizational Climate and Work Discipline.

Based on the results of the T-test and F-test, the simultaneous and partial influence of the independent variables on service quality can be identified. The following presents the conclusions of the hypothesis testing results, summarizing the influence of each variable on the dependent variable.

Hypothesis Results Table

	Hypothesis	Conclusion
Hypothesis 1	There is a positive influence of Work Discipline on Service Quality.	Accepted
Hypothesis 2	There is a positive influence of Organizational Climate on Service Quality.	Accepted
Hypothesis 3	Simultaneously, the variables Work Discipline and Organizational Climate influence Service Quality.	Accepted

Coefficient of Determination Test

The coefficient of determination is used to assess the extent to which a regression model is able to explain the dependent variable. In multiple linear regression, the R Square (R²) value indicates the proportion of the dependent variable's variation that can be explained by the independent variables. The higher the R² value, the better the model is at explaining the relationship between the variables studied. R² values range from 0 to 1, where values closer to 1 indicate that the model is very effective in explaining the dependent variable.

Table of Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted Square	Standard Error of the Estimate
1	.676 ^a	0.457	0.447	1,763

a. Predictors: (Constant), ORGANIZATIONAL CLIMATE, WORK DISCIPLINE

b. Dependent Variable: QUALITY OF SERVICE

Source: Processed data from SPSS 29, (2025)

Based on the Model Summary table, the R Square value is 0.457. This indicates that 45.7% of the variation in Service Quality can be explained simultaneously by the Organizational Climate and Work Discipline variables, while the remaining 54.3% is influenced by other factors not included in the regression model. Thus, it can be concluded that the regression model constructed has moderate predictive power and is able to explain almost half of the variation that occurs in Service Quality.

The Influence of Work Discipline on the Quality of Public Services

Based on the results of the t-test, the Work Discipline variable (X_1) shows a t-count value of 9.418 with a significance level of $0.000 < 0.05$, which means that Work Discipline has a positive and significant effect on the Quality of Public Services at the Bogor City SAMSAT. This finding indicates that the higher the level of employee discipline, both in terms of punctuality, compliance with regulations, responsibility, and work consistency, the better the quality of service perceived by the public. Work discipline encourages employees to carry out tasks according to operational standards, reduces administrative errors, and increases the speed and accuracy of services.

The results of this study align with the work discipline theory proposed by Rivai and Sagala (2017), which states that discipline is a management tool to encourage employee awareness and willingness to comply with work regulations and norms to achieve organizational goals. Furthermore, Sinambela (2014) asserts that public apparatus discipline has a direct influence on service quality because it determines employee work behavior in serving the public. The findings of this study also align with previous research conducted by Sinambela (2014), which demonstrated that compliance with regulations, punctuality, and work consistency contribute significantly to improving the perception of public service quality.

The Influence of Organizational Climate on the Quality of Public Services

The t-test results on the Organizational Climate variable (X_2) show a t-count value of 5.872 with a significance level of $0.004 < 0.05$, which means that Organizational Climate has a positive and significant effect on the Quality of Public Services at the Bogor City SAMSAT. This shows that a conducive work environment, open internal communication, leadership support, cooperation between employees, and a sense of justice within the organization play an important role in improving the quality of services to the public. A positive organizational climate creates a comfortable and harmonious work atmosphere so that employees can work optimally.

These findings align with the organizational climate theory proposed by Robbins and Judge (2017), which states that employees' perceptions of the organization's internal environment will influence their attitudes, behaviors, and performance. A positive organizational climate can increase work motivation, inter-unit coordination, and employee commitment to service quality. The results of this study also align with previous research

conducted by Dwiyanto (2018), which concluded that a positive work climate in public organizations can improve service speed, work efficiency, and the effectiveness of inter-departmental coordination, thus directly impacting the quality of public services.

The Simultaneous Influence of Work Discipline and Organizational Climate on the Quality of Public Services

The F test results show a calculated F value of 45.832 with a significance level of <0.001 , which means that Work Discipline and Organizational Climate simultaneously have a significant effect on the Quality of Public Services at the Bogor City SAMSAT. This finding indicates that improving the quality of public services cannot be achieved by only paying attention to one variable, but requires synergy between employee work discipline and a conducive organizational climate. Work discipline ensures compliance with procedures and service standards, while a positive organizational climate supports employee comfort and work effectiveness.

The results of this study align with the human resource management theory proposed by Hasibuan (2019), which states that organizational performance and output quality are the result of the interaction between individual factors and the work environment. Furthermore, Mangkunegara (2017) emphasized that discipline and organizational climate are key determinants in improving public servant performance. These findings also align with previous research, which concluded that the combination of high work discipline and a positive organizational climate can significantly improve the quality of public services (Dwiyanto, 2018; Sinambela, 2014).

Contribution of Work Discipline and Organizational Climate to the Quality of Public Services (Coefficient of Determination)

The R Square value of 0.457 indicates that 45.7% of the variation in Public Service Quality at the Bogor City SAMSAT can be explained by the variables of Work Discipline and Organizational Climate, while the remaining 54.3% is influenced by other factors not examined in this study. These factors may include employee competence, queuing systems, utilization of technology and service digitalization, workload, and organizational policies.

These findings align with the public service theory proposed by Parasuraman, Zeithaml, and Berry (1988), which states that service quality is influenced by various internal and external organizational dimensions. Furthermore, Dwiyanto (2018) emphasized that public service quality is the result of a combination of managerial, structural, and behavioral factors within the apparatus. Therefore, the results of this study reinforce the view that work discipline and organizational climate are important, but not the sole, determinants of improving public service quality.

CONCLUSION

Based on the research results, it can be concluded that Work Discipline has a positive and significant effect on the Quality of Public Services at the Bogor City SAMSAT. The high level of employee discipline, reflected in compliance with regulations, punctuality, responsibility, and consistency in carrying out tasks, has been proven to improve the quality of service perceived by the public. Work discipline encourages employees to work according to standard operating procedures, minimizes administrative errors, and increases the speed and accuracy of services. This finding is in line with the views of Rivai and Sagala (2017) and Sinambela (2014) who stated that discipline is the foundation of public apparatus work behavior and plays a direct role in shaping the quality of service to the public.

Furthermore, this study also concluded that Organizational Climate has a positive and significant impact on Public Service Quality. A conducive work environment, open internal communication, leadership support, cooperation between employees, and a sense of fairness

within the organization have been proven to create a comfortable and productive work atmosphere. These conditions encourage employees to work with higher motivation and commitment in serving the public. These results strengthen the organizational climate theory proposed by Robbins and Judge (2017) and Luthans (2011), which emphasizes that positive employee perceptions of the work environment will influence attitudes, behavior, and performance quality, including in the context of public services. This finding is also in line with Dwiyanto (2018), who emphasized that a healthy work climate is a primary prerequisite for improving service quality in the public sector.

Simultaneously, this study concludes that Work Discipline and Organizational Climate together have a significant effect on Public Service Quality, with an explanatory contribution of 45.7%, while the remainder is influenced by other factors outside the research model. This indicates that improving the quality of public services cannot be achieved partially, but rather requires synergy between disciplined individual work behavior and a supportive organizational environment. This finding is in line with the human resource management theory proposed by Hasibuan (2019) and Mangkunegara (2017), which states that the quality of organizational output is the result of the interaction between individual factors and work environment factors. Thus, the results of this study confirm that strengthening work discipline and establishing a positive organizational climate are important and sustainable strategies in improving the quality of public services at the Bogor City SAMSAT.

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