

DOI: <https://doi.org/10.38035/dijms.v7i1.5439><https://creativecommons.org/licenses/by/4.0/>

The Impact of Discipline and Work Facilities on Motivation and its Impact on The Quality of the General Public Services in the Regional Financial and Asset Agency of West Tanjung Jabung Regency

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Abstract: This research objectives to ascertain discipline, work facilities, motivation, and the quality of The general public services at the Regional Finance and Assets Agency of West Tanjung Jabung Regency. It also analyzes the influence of discipline and work facilities on motivation and their impact on the quality of The general public services. This research was conducted at the Regional Finance and Assets Agency of West Tanjung Jabung Regency. The data used in this research were secondary and primary data. The sample size was 86 respondents. This sampling technique is known as saturated sampling. The data analysis method used was a descriptive and verification approach using Partial Least Squares (PLS) data analysis. The results of the descriptive analysis indicate that employee discipline is categorized as high. The work facilities used are in good condition. Employee motivation is categorized as high. The quality of The general public services provided is categorized as good. The results of the verification analysis indicate that discipline and work facilities have a positive and noteworthy impact on employee motivation. Discipline, work facilities, and motivation have a direct, positive and noteworthy impact on the quality of The general public services. Furthermore, motivation has been shown to mediate the influence of discipline and work facilities on the quality of The general public services. Therefore, it can be concluded that improving discipline and providing adequate work facilities can boost employee motivation, ultimately improving the overall quality of The general public services.

Keyword: Discipline, Work Facilities, Motivation, The general public Service Quality.

INTRODUCTION

The general public service management is the process of planning and implementing, as well as directing or coordinating the completion of The general public service activities to achieve predetermined The general public service goals (Moenir, 2016). The general public service is a crucial aspect of government that reflects the quality and efficiency of an institution

or agency (Mukarom & Muhibudin, 2015). Good service quality not only increases The general public trust but is also a key indicator of regional progress.

One of the main factors influencing the quality of The general public services in government agencies is work discipline (Indarwati, 2020). Work discipline is an integral part of employee performance in government agencies. Strong work discipline will encourage employees to perform well, follow established procedures, and complete their tasks within the allotted time. Conversely, low work discipline can lead to delays in service delivery and even inaccuracies in regional financial management, which can have fatal consequences for the smooth running of regional development. Therefore, work discipline is a crucial aspect to consider in efforts to improve the quality of The general public services (Mangkuprawira & Hubeis, 2015).

Another factor that can improve the quality of The general public services is work facilities. Adequate work facilities are a crucial component in supporting the quality of The general public services. Without adequate facilities, employees will struggle to perform their duties optimally, ultimately resulting in low The general public satisfaction with government services (Sulaksono, 2021). Therefore, the provision and maintenance of work facilities must be a primary focus in The general public service management.

Motivation can be defined as the drive or enthusiasm that originates from within an employee to achieve predetermined goals or targets. High motivation will encourage employees to work harder, more efficiently, and more effectively, thereby improving the quality of services provided to the The general public (Sunyoto, 2018). Factors such as discipline and work facilities can be key drivers influencing an employee's motivation level.

The Regional Finance and Asset Agency (BKAD) in West Tanjung Jabung Regency plays a crucial role in regional government. BKAD is responsible for managing regional finances and assets in accordance with applicable laws and regulations. Participate in the preparation of regional development plans, particularly in financial aspects, by ensuring the availability and distribution of funds needed for regional development projects. Provide services to the The general public related to regional finances, such as tax services, levies, and The general public financial information.

This research is expected to provide information that can be used as evaluation material and recommendations for the Regional Civil Service Agency (BKAD) in improving The general public services. Previous research has examined the quality of The general public services, but there are several differences. For example, the research by Roy et al. (2020) only discussed the influence of motivation on service quality, without considering factors such as discipline or work facilities as contributing factors. Similarly, the research by Devialesti (2020) did include changeable such as work discipline and service quality, but did not address motivation as an intervening variable, and did not examine work facilities. Research by Sulaksono (2021) and Inzaghi & Rosy (2022) emphasized the influence of work facilities on service quality, but ignored the role of motivation and work discipline.

Furthermore, Jufrizen & Hadi's (2021) research most closely aligns with this research approach, linking work facilities, discipline, and motivation to employee performance. However, they did not use the The general public service quality variable, a relevant changeable in the The general public service context, thus differing in the context of applying the results. The research by Arita & Agustin (2022) also demonstrated a link between facilities and motivation, but did not directly link them to service quality and did not include work discipline.

Depending on the explanation above, this research objectives to examine the influence of work discipline and work facilities on employee motivation and their impact on the quality of The general public services provided.

METHOD

This research was conducted at the Regional Finance and Asset Agency of West Tanjung Jabung Regency, Jambi Province, Indonesia. The types of data used in this research were secondary and primary. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The changeable used in this research were discipline (X1) and work facilities (X2) as independent (exogenous) variables, motivation (Y) as a mediating variable, and The general public service quality (Z) as a dependent (endogenous) variable.

The population of this research was all 86 employees at the Regional Finance and Asset Agency of West Tanjung Jabung Regency. According to Arikunto (2012), if the population is less than 100 people, the entire sample is taken. However, if the population is greater than 100 people, 10-15% or 20-25% of the population can be taken. Since the population size in this research was no larger than 100 respondents, the entire population was used as a sample. The sampling technique used was the census method (saturated sampling). Sugiyono (2016) explains that saturated sampling is a sampling technique where all members of the population are used as samples. Statistical analysis used Path Analysis with the Partial Least Squares (PLS) approach. Data processing was assisted by SmartPLS 3.0 software.

RESULTS AND DISCUSSION

Descriptive Research Variables

This study employed descriptive analysis to provide a general picture of the changeable that were observed depending on the opinions of the The general public as service users at the West Tanjung Jabung Regency's Regional Finance and Asset Agency. Among the factors examined were motivation, work environment, discipline, and the standard of The general public services rendered. Researchers aimed to learn how the The general public evaluates employee motivation, work facility availability, and job discipline using this descriptive technique, all of which might affect the caliber of services offered to the general public.

Depending on a survey of 86 respondents, descriptions of the observed changeable are summarized in the following table.

Table 1. Results of Descriptive Analysis Per Variable

| No | Variable | Item | Total Score | Range Scale | Category |
|----|--|------|-------------|-----------------|----------|
| 1 | Discipline (X ₁) | 16 | 5296 | 4678,4 – 5779,1 | High |
| 2 | Work Facilities (X ₂) | 13 | 4285 | 3801.2 – 4695,5 | Good |
| 3 | Motivation (Y) | 14 | 4615 | 4093,6 – 5056,7 | High |
| 4 | Quality of The general public Services (Z) | 12 | 3959 | 3508,8 – 4334,3 | Good |

Source: Primary data, processed, 2025

Every employee has a favorable opinion of the factors of motivation, work facilities, discipline, and the caliber of The general public service, according to the study's findings. Every changeable had a total score of 5296, which is considered high; work facilities were 4285, which is considered good; motivation was 4615, which is considered high; and the The general public service quality changeable was 3959, which is considered good.

Measurement Model Test (Outer Model)

In order to evaluate the outer model, the data analysis method employing SmartPLS 3 employs three criteria: Composite Reliability, Convergent Validity, and Discriminant Validity.

Convergent Validity Testing

A form of validity known as convergent validity testing is used to assess how well a measuring device or instrument captures the same concept. Convergent validity is essential in statistics and data analysis, especially in latent variable-based models like Partial Least Squares (PLS), to make sure that the indicators or items included in the model accurately reflect the same concept.

1) Loading Factor

When assessing measurement models, the loading factor is an essential component. A reflecting measure of an individual is deemed highly trustworthy if it has a correlation of greater than 0.70 with the construct being tested. An indicator that successfully measures the latent construct has a high loading factor value; a lower value suggests possible issues with the model. Using and interpreting loading factors correctly contributes to the validity and reliability of the model or measurement tool being created. See the table below for further information:

Table 2. Outer Loading

| Item | Discipline (X1) | Work Facilities (X2) | Motivation (Y) | Quality of The general public Services (Z) |
|-------|-----------------|----------------------|----------------|--|
| X1.1 | 0.918 | | | |
| X1.2 | 0.898 | | | |
| X1.3 | 0.933 | | | |
| X1.4 | 0.937 | | | |
| X1.5 | 0.920 | | | |
| X1.6 | 0.944 | | | |
| X1.7 | 0.901 | | | |
| X1.8 | 0.952 | | | |
| X1.9 | 0.942 | | | |
| X1.10 | 0.934 | | | |
| X1.11 | 0.864 | | | |
| X1.12 | 0.863 | | | |
| X1.13 | 0.869 | | | |
| X1.14 | 0.845 | | | |
| X1.15 | 0.905 | | | |
| X1.16 | 0.917 | | | |
| X2.1 | | 0.936 | | |
| X2.2 | | 0.926 | | |
| X2.3 | | 0.955 | | |
| X2.4 | | 0.960 | | |
| X2.5 | | 0.945 | | |
| X2.6 | | 0.972 | | |
| X2.7 | | 0.924 | | |
| X2.8 | | 0.948 | | |
| X2.9 | | 0.947 | | |
| X2.10 | | 0.937 | | |
| X2.11 | | 0.946 | | |
| X2.12 | | 0.933 | | |
| X2.13 | | 0.952 | | |
| Y.1 | | | 0.944 | |
| Y.2 | | | 0.938 | |
| Y.3 | | | 0.943 | |
| Y.4 | | | 0.939 | |
| Y.5 | | | 0.943 | |
| Y.6 | | | 0.931 | |
| Y.7 | | | 0.944 | |
| Y.8 | | | 0.940 | |

| Item | Discipline (X1) | Work Facilities (X2) | Motivation (Y) | Quality of The general public Services (Z) |
|------|-----------------|----------------------|----------------|--|
| Y.9 | | | 0.951 | |
| Y.10 | | | 0.951 | |
| Y.11 | | | 0.928 | |
| Y.12 | | | 0.941 | |
| Y.13 | | | 0.958 | |
| Y.14 | | | 0.949 | |
| Z.1 | | | | 0.942 |
| Z.2 | | | | 0.958 |
| Z.3 | | | | 0.941 |
| Z.4 | | | | 0.930 |
| Z.5 | | | | 0.937 |
| Z.6 | | | | 0.956 |
| Z.7 | | | | 0.927 |
| Z.8 | | | | 0.965 |
| Z.9 | | | | 0.955 |
| Z.10 | | | | 0.945 |
| Z.11 | | | | 0.941 |
| Z.12 | | | | 0.949 |

Source: Data processing using Smart PLS Version 3.0 (2025)

For every research variable, including Discipline (X1), Work Facilities (X2), Motivation (Y), and The general public Service Quality (Z), Table 2 demonstrates that all indicators have loading values greater than 0.70. An indicator that contributes notably to the latent changeable it measures is one with outer loading values greater than 0.70.

2) Average Variance Extracted (AVE)

In order to make sure that the indicators in the model accurately represent the latent construct being assessed and are not unduly impacted by other factors, AVE is employed. The latent construct has acceptable convergent validity and the model's indicators accurately represent the construct being measured if the AVE value is higher than 0.5. The following are the AVE values:

Table 3. Average Variance Extracted Values

| Variable | AVE Value | Description |
|--|-----------|-------------|
| Discipline (X ₁) | 0.827 | Valid |
| Work Facilities (X ₂) | 0.893 | Valid |
| Motivation (Y) | 0.889 | Valid |
| Quality of The general public Services (Z) | 0.894 | Valid |

Source: Data processing using Smart PLS Version 3.0 (2025)

For every changeable in the model, the AVE values are displayed in Table 3. AVE values are higher than the 0.50 minimum requirement for all variables. According to these high AVE values, every construct in this model satisfies the requirements for convergent validity.

Discriminant Validity Test

Utilizing cross-loading values, the discriminant validity test verifies that every notion in every latent changeable is unique from the others. A cross-loading value of more than 0.7 indicates that an indicator satisfies discriminant validity. The discriminant validity test yielded the following findings:

Table 4. Cross-Loading

| Item | Discipline (X ₁) | Work Facilities (X ₂) | Motivation (Y) | Quality of The general public Services (Z) |
|-------|------------------------------|-----------------------------------|----------------|--|
| X1.1 | 0.918 | 0.902 | 0.901 | 0.900 |
| X1.2 | 0.898 | 0.867 | 0.873 | 0.870 |
| X1.3 | 0.933 | 0.943 | 0.944 | 0.941 |
| X1.4 | 0.937 | 0.931 | 0.934 | 0.930 |
| X1.5 | 0.920 | 0.930 | 0.929 | 0.937 |
| X1.6 | 0.944 | 0.948 | 0.951 | 0.956 |
| X1.7 | 0.901 | 0.929 | 0.917 | 0.927 |
| X1.8 | 0.952 | 0.957 | 0.962 | 0.965 |
| X1.9 | 0.942 | 0.960 | 0.950 | 0.955 |
| X1.10 | 0.934 | 0.950 | 0.946 | 0.945 |
| X1.11 | 0.864 | 0.814 | 0.829 | 0.826 |
| X1.12 | 0.863 | 0.816 | 0.824 | 0.826 |
| X1.13 | 0.869 | 0.819 | 0.829 | 0.830 |
| X1.14 | 0.845 | 0.795 | 0.795 | 0.787 |
| X1.15 | 0.905 | 0.853 | 0.851 | 0.845 |
| X1.16 | 0.917 | 0.865 | 0.869 | 0.865 |
| X2.1 | 0.904 | 0.936 | 0.933 | 0.933 |
| X2.2 | 0.952 | 0.926 | 0.924 | 0.924 |
| X2.3 | 0.923 | 0.955 | 0.948 | 0.946 |
| X2.4 | 0.942 | 0.960 | 0.950 | 0.955 |
| X2.5 | 0.930 | 0.945 | 0.944 | 0.941 |
| X2.6 | 0.947 | 0.972 | 0.966 | 0.966 |
| X2.7 | 0.900 | 0.924 | 0.917 | 0.912 |
| X2.8 | 0.943 | 0.948 | 0.952 | 0.949 |
| X2.9 | 0.925 | 0.947 | 0.936 | 0.932 |
| X2.10 | 0.921 | 0.937 | 0.933 | 0.938 |
| X2.11 | 0.935 | 0.946 | 0.944 | 0.940 |
| X2.12 | 0.918 | 0.933 | 0.932 | 0.932 |
| X2.13 | 0.939 | 0.952 | 0.947 | 0.943 |
| Y.1 | 0.930 | 0.945 | 0.944 | 0.941 |
| Y.2 | 0.920 | 0.929 | 0.938 | 0.941 |
| Y.3 | 0.939 | 0.938 | 0.943 | 0.951 |
| Y.4 | 0.924 | 0.935 | 0.939 | 0.924 |
| Y.5 | 0.924 | 0.937 | 0.943 | 0.936 |
| Y.6 | 0.918 | 0.932 | 0.931 | 0.927 |
| Y.7 | 0.919 | 0.935 | 0.944 | 0.937 |
| Y.8 | 0.920 | 0.930 | 0.940 | 0.928 |
| Y.9 | 0.950 | 0.951 | 0.951 | 0.955 |
| Y.10 | 0.944 | 0.951 | 0.951 | 0.948 |
| Y.11 | 0.916 | 0.925 | 0.928 | 0.920 |
| Y.12 | 0.922 | 0.936 | 0.941 | 0.937 |
| Y.13 | 0.942 | 0.954 | 0.958 | 0.954 |
| Y.14 | 0.939 | 0.945 | 0.949 | 0.943 |
| Z.1 | 0.922 | 0.930 | 0.934 | 0.942 |
| Z.2 | 0.939 | 0.942 | 0.951 | 0.958 |
| Z.3 | 0.933 | 0.943 | 0.944 | 0.941 |
| Z.4 | 0.937 | 0.931 | 0.934 | 0.930 |
| Z.5 | 0.920 | 0.930 | 0.929 | 0.937 |
| Z.6 | 0.944 | 0.948 | 0.951 | 0.956 |
| Z.7 | 0.901 | 0.929 | 0.917 | 0.927 |
| Z.8 | 0.952 | 0.957 | 0.962 | 0.965 |
| Z.9 | 0.942 | 0.960 | 0.950 | 0.955 |
| Z.10 | 0.934 | 0.950 | 0.946 | 0.945 |
| Z.11 | 0.920 | 0.929 | 0.938 | 0.941 |
| Z.12 | 0.937 | 0.933 | 0.939 | 0.949 |

Source: Data processing using Smart PLS Version 3.0 (2025)

It is evident from Table 4 that every indicator in the study changeable has cross-loading values higher than 0.7. These findings show that all of the indicators employed in this study had cross-loading values more than 0.7, indicating that they have strong discriminant validity in creating the variables.

Reliability Test

To determine how trustworthy a measuring tool is for usage, a composite reliability test is performed. If a variable's loading value is greater than 0.70, it is regarded as dependable. Each variable's Cronbach's Alpha and composite reliability values are displayed in the following table:

Table 5. Composite Reliability and Cronbach's Alpha

| Variable | Composite Reliability | Description | Cronbach Alpha | Description |
|--|-----------------------|-------------|----------------|-------------|
| Discipline (X ₁) | 0.987 | Dependable | 0.986 | Dependable |
| Work Facilities (X ₂) | 0.991 | Dependable | 0.990 | Dependable |
| Motivation (Y) | 0.991 | Dependable | 0.990 | Dependable |
| Quality of The general public Services (Z) | 0.990 | Dependable | 0.989 | Dependable |

Source: Data processing using Smart PLS Version 3.0 (2025)

The four variables—discipline (X₁), work facilities (X₂), motivation (Y), and The general public service quality (Z)—all have Composite dependability and Cronbach's Alpha values that satisfy the requirements for exceptional dependability, as seen in Table 5. For each of the four variables, the Cronbach's Alpha and Composite Reliability values are more than 0.70. According to these findings, every measuring tool used in this study has been shown to be trustworthy in terms of indication stability and internal consistency. The greatest research may be produced using the study data, and all factors can be regarded as trustworthy and dependable.

Structural Model Test (Inner Model)

1) R-Square

To assess the correctness of the created research model, the R-Square test was used. According to this assessment criterion, every exogenous changeable must be able to predict the endogenous changeable with notable accuracy. Hair et al. (2020) state that R² values fall between 0 and 1, where larger values signify greater prediction accuracy. This table displays the findings of the R-square estimation using SmartPLS 3:

Table 6. R-Square Values

| Variable | R-Square |
|--|----------|
| Motivation (Y) | 0.992 |
| Quality of The general public Services (Z) | 0.993 |

Source: Data processing using Smart PLS Version 3.0 (2025)

According to the data analysis findings displayed in the table, 99.2% of the motivation changeable can be explained by the discipline and work facilities constructs (R² = 0.992). With a determination level of 99.3% (R² = 0.993), the discipline, facilities, and motivation constructs taken together may explain the The general public service quality variable. The R-square value shows how much of the dependent changeable in the research model can be explained by the independent variables. Consequently, it can be said that these independent factors notably and notably enhance motivation and the caliber of The general public services.

2) Q-square

If the Q-squared value is higher than 0 (> 0), the model is deemed to have relevant predictive value. Here is the formula to determine the predictive-relevance value:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.995^2) (1 - 0.993^2)$$

$$Q^2 = 1 - (1 - 0.990) (1 - 0.986)$$

$$Q^2 = 1 - (0.010) (0.014)$$

$$Q^2 = 1 - 0.0001$$

$$Q^2 = 0.9999$$

The Q-square calculation result in this research was 0.9999, indicating that the model in this research adequately explains the endogenous variables, as the value of 0.9999 is greater than 0.

Structural Model Testing

The route coefficient, often referred to as the direct effects value in SEM-PLS analysis, shows the model's structural value in this study. Path coefficients between constructs were then calculated to determine the relationship's strength and relevance. The following graphic displays the PLS scheme's findings from this study:

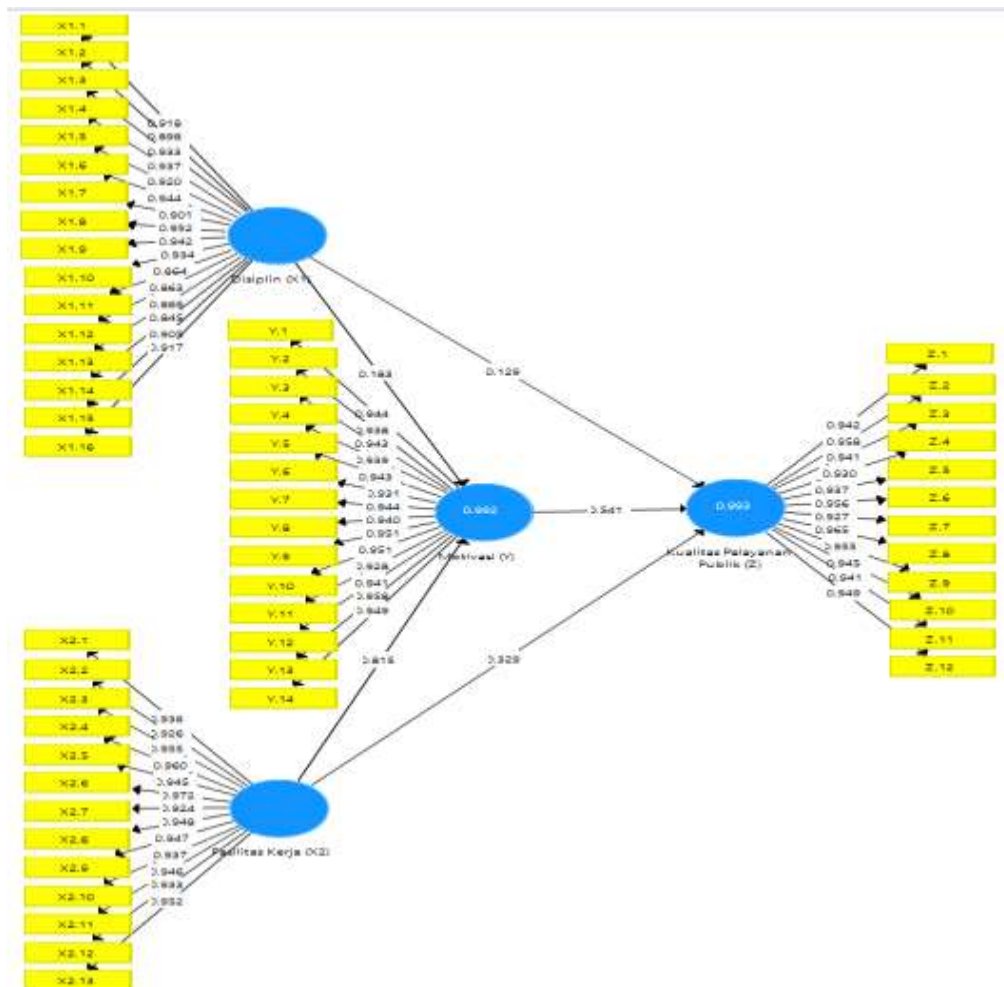


Figure 1. Outer Loading

The structural model or connection values between latent constructs (with path factor values) are shown in the above figure, where all indicator changeable have outer loading values greater than 0.7. Refer to the path factor values in the following table for further information on the structural model used in this study:

Table 7. Path Coefficient

| | Path Coefficient |
|--|-------------------------|
| Discipline (X1) -> Motivation (Y) | 0.183 |
| Work Facilities (X2) -> Motivation (Y) | 0.815 |
| Discipline (X1) -> Quality of Public Services (Z) | 0.129 |
| Work Facilities (X2) -> Quality of Public Services (Z) | 0.329 |
| Motivation (Y) -> Quality of Public Services (Z) | 0.541 |
| Work Facilities (X2) -> Motivation (Y) -> Quality of Public Services (Z) | 0.099 |
| Discipline (X1) -> Motivation (Y) -> Quality of Public Services (Z) | 0.441 |

Source: Data Processing with PLS, 2025

Depending on the results of the patch factor analysis in the table above, the direct and indirect effects can be explained as follows:

1. The direct impact of Discipline on Motivation is 0.183, meaning that if Discipline increases by one unit, Motivation can increase by 0.183. This impact is positive.
2. The direct impact of Work Facilities on Motivation is 0.815, meaning that if Work Facilities increase by one unit, Motivation can increase by 0.815. This impact is positive.
3. The direct impact of Discipline on The general public Service Quality is 0.129, meaning that if Discipline increases by one unit, The general public Service Quality can increase by 0.129. This impact is positive.
4. The direct impact of Work Facilities on The general public Service Quality is 0.329, meaning that if Work Facilities increase by one unit, The general public Service Quality can increase by 0.329. This impact is positive.
5. The direct impact of motivation on The general public service quality is 0.541, meaning that if motivation increases by one unit, The general public service quality can increase by 0.541. This impact is positive.
6. The indirect impact of discipline on The general public service quality through motivation is 0.099, meaning that if discipline increases by one unit, The general public service quality can increase indirectly through motivation by 0.099. This impact is positive.
7. The indirect impact of work facilities on The general public service quality through motivation is 0.441, meaning that if work facilities increase by one unit, The general public service quality can increase indirectly through motivation by 0.44. This impact is positive.

Hypothesis Testing

Hypothesis testing is conducted on the impact of exogenous changeable on endogenous changeable by comparing the p-values of the path coefficients with a significance level of $\alpha = 0.05$. The test can be said to be very noteworthy if the p value is smaller or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic $>$ t count then the hypothesis is rejected, and if the t-statistic $<$ t count then the hypothesis is accepted (Ghozali & Latan, 2012).

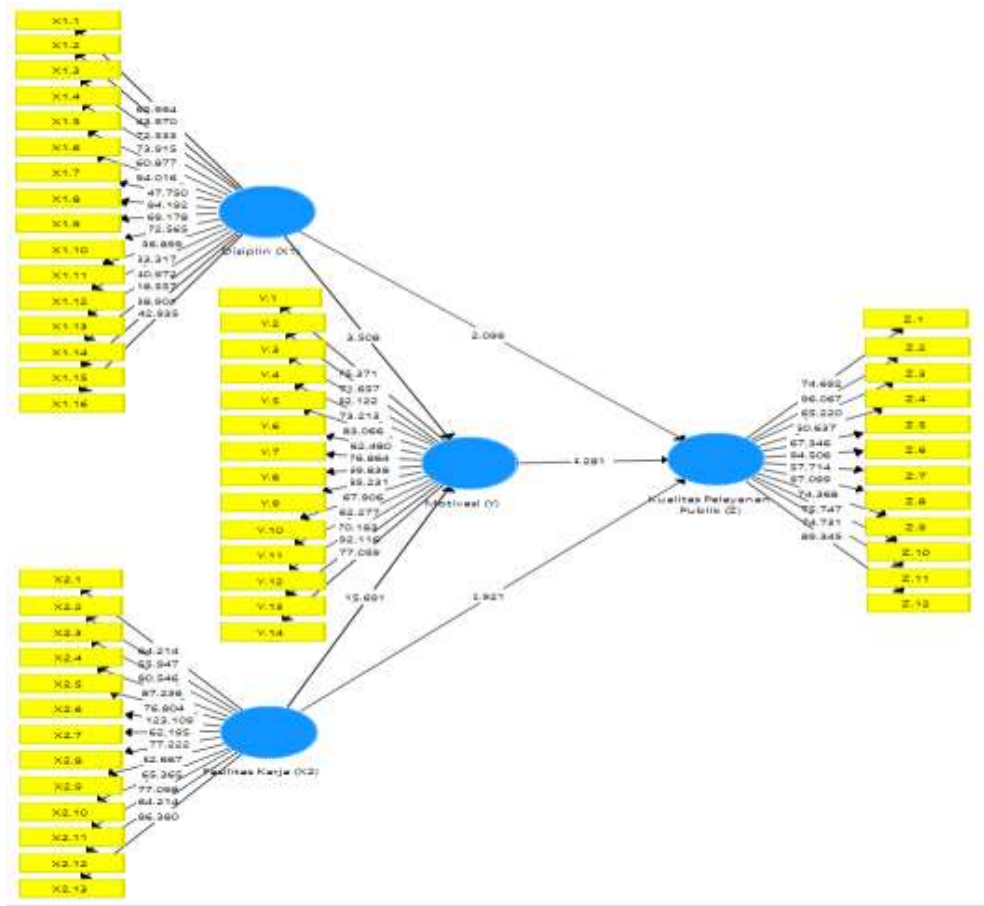


Figure 2. Bootstrapping

The estimated output results for testing the structural model are shown in the following table:

Table 8. Testing the Direct Impact Hypothesis

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Discipline (X1) -> Motivation (Y) | 0.183 | 0.185 | 0.052 | 3.508 | 0.000 |
| Work Facilities (X2) -> Motivation (Y) | 0.815 | 0.813 | 0.052 | 15.691 | 0.000 |
| Discipline (X1) -> Quality of Public Services (Z) | 0.129 | 0.131 | 0.061 | 2.099 | 0.036 |
| Work Facilities (X2) -> Quality of Public Services (Z) | 0.329 | 0.319 | 0.113 | 2.921 | 0.004 |
| Motivation (Y) -> Quality of Public Services (Z) | 0.541 | 0.549 | 0.126 | 4.281 | 0.000 |

Source: Data Processing with PLS, 2025.

Depending on Table 8, the hypothesis testing can be explained as follows:

1. The Impact of Discipline on Motivation

According to the hypothesis testing findings, hypothesis H1 is accepted with a t-statistic of 3.508 > 1.96 and a P-value of 0.000. which is less than 0.05 (0.000 < 0.05). These findings suggest that motivation is notably and favorably impacted by discipline. It follows that motivation will be greatly impacted by increased discipline.

2. The Impact of Work Facilities on Motivation

According to the hypothesis testing findings, hypothesis H1 is accepted with a t-statistic of $15.691 > 1.96$ and a P-value of 0.000, which is less than 0.05 ($0.000 < 0.05$). These results indicate that work facilities have a positive and noteworthy impact on motivation. Accordingly, improving workspace will boost motivation as well.

3. The Impact of Discipline on the Quality of The general public Services

The hypothesis H1 is accepted depending on the findings of the hypothesis test, which indicate a t-statistic of $2.099 > 1.96$ and a P-value of 0.036, which is less than 0.05 ($0.036 < 0.05$). These findings suggest that discipline affects the quality of The general public services in a good and significant way.

4. The Impact of Work Facilities on the Quality of The general public Services

With a t-statistic of $2.921 > 1.96$ and a P-value of 0.004, which is below 0.05 ($0.004 < 0.05$), the hypothesis test findings support hypothesis H1. These findings suggest that the quality of The general public services is positively and notably impacted by work facilities. This implies that enhancing workspaces will raise the standard of The general public services.

5. The Influence of Motivation on The general public Service Quality

With a t-statistic of $4.281 > 1.96$ and a P-value of 0.000, less than 0.05 ($0.000 < 0.05$), the hypothesis test findings support hypothesis H1. These findings suggest that the quality of The general public services is positively and notably impacted by motivation. This implies that more incentive will raise the standard of The general public service.

DISCUSSION

Overview of Discipline, Work Facilities, Motivation, and The general public Service Quality

Depending on the survey results, overall the general public perception of the four variables—discipline, work facilities, motivation, and the general public service quality—at the Regional Finance and Asset Agency (BKAD) of West Tanjung Jabung Regency demonstrates positive synergy. High discipline and motivation, supported by good work facilities, contribute to the achievement of optimal The general public service quality. These results indicate that the BKAD of West Tanjung Jabung Regency has disciplined human resources, supportive work facilities, and the ability to motivate employees to implement an optimal service system. This condition is certainly a crucial asset in creating good governance, particularly in the management of regional finances and assets.

The Impact of Discipline on Motivation

The research results show that discipline has a positive and noteworthy impact on motivation. These results align with those of Jufrizen & Hadi (2021), who stated that discipline has a positive and noteworthy impact on motivation. Discipline has a positive and noteworthy impact on motivation because employees demonstrate a high level of discipline in carrying out their duties, as evidenced by their honesty, courtesy, and ability to complete work effectively. They also demonstrate a high level of initiative in assisting coworkers and clearly identifying tasks and responsibilities. These abilities reflect employees' readiness and competence in navigating the dynamics of the workplace. This discipline fosters high self-confidence and fosters positive work morale. With strong discipline, employees feel more comfortable and confident in completing tasks, which naturally fosters intrinsic motivation.

Employee motivation appears high because they feel they possess the appropriate skills for the job. When an employee feels capable, they are driven to deliver their best performance and feel satisfied with their achievements. Employees demonstrate responsibility, enthusiasm, and commitment in carrying out their work, all of which are influenced by their discipline. The greater the technical skills and knowledge an employee possesses, the greater their drive to

complete tasks optimally. This strengthens the link between discipline and motivation in the workplace.

Discipline also serves as an important foundation for employees to feel deserving of career opportunities such as promotions or work incentives. When employees feel they possess adequate skills, they are more open to opportunities for self-development. This is evident in employees' enthusiasm for increasing their capacity, providing excellent service, and accepting positive feedback. Discipline encourages employees to continuously develop and contribute, which ultimately strengthens their internal motivation. Therefore, it can be said that discipline plays a noteworthy role in shaping and enhancing employee work motivation.

The Influence of Work Facilities on Motivation

The results of the research indicate that work facilities have a positive and noteworthy impact on motivation. These results align with those of Rangkuti et al. (2021), who stated that work facilities notably influence motivation. Work facilities influence employee motivation because adequate work facilities create comfort and support work efficiency, thus directly boosting employee motivation. The availability of resources such as computers, printers, calculators, and a stable internet connection helps employees complete tasks smoothly. When work support facilities are in good condition, employees feel valued and facilitated in carrying out their responsibilities. This supportive work surroundings creates a sense of security and comfort, which are essential foundations for building work morale.

Employee motivation is also increased by the availability of facilities that support health and well-being, such as service rooms, prayer rooms, canteens, and health facilities. The presence of these facilities demonstrates the organization's attention to the physical and psychological needs of employees. When employees feel well cared for and supported, they experience higher job satisfaction, which in turn boosts their enthusiasm for work. Complete facilities also minimize work obstacles, allowing employees to be more focused and productive.

Furthermore, good work facilities strengthen employees' positive perceptions of the organization. This fosters a sense of belonging, loyalty, and commitment to the institution, which are important components of work motivation. Employees who feel that their workplace meets all their work needs are more likely to demonstrate high enthusiasm and strive to provide the best service. Therefore, supportive work facilities not only influence the technical aspects of work but also strengthen employees' internal motivation in carrying out their duties.

The Influence of Discipline on The general public Service Quality

The results of this research indicate that the discipline changeable has a positive and noteworthy impact on The general public service quality. This finding aligns with research conducted by Devialesti (2020), which found that discipline has a positive and noteworthy impact on The general public service quality. Discipline notably impacts The general public service quality because the majority of employees consistently arrive on time, are rarely late or leave work without a clear reason, and complete their work responsibly. This discipline demonstrates that employees have a strong work ethic and a high awareness of their responsibilities. Punctuality in arriving at work and consistent completion of tasks create an effective work rhythm, ensuring that services to the The general public are delivered regularly and without delay. Discipline is also evident in employees' attitudes toward work, adherence to organizational rules, and dedication and sincerity in carrying out their duties. This directly reflects employees' readiness and reliability in providing quality service to users.

The Influence of Work Facilities on The general public Service Quality

The results of this research indicate that the relationship between work facilities and the quality of The general public services is positive and significant. This finding aligns with

research conducted by Jufrizen & Hadi (2021) and Thomas et al. (2018), which found that work facilities notably influence the quality of The general public services. Work facilities notably influence the quality of the general public services because adequate work facilities support the smooth and efficient work of employees, which directly contributes to the quality of The general public services. Facilities such as computers, printers, inter-office telephones, and a stable internet connection enable employees to complete tasks quickly and accurately. When employees do not experience technical difficulties in carrying out their work, they can focus more on providing timely services that meet user needs. The availability of functional work tools also minimizes errors in service delivery, thereby increasing The general public trust and satisfaction.

Furthermore, complete work facilities that meet The general public service standards strengthen The general public trust in government agencies. A well-organized and well-facilitated surroundings contributes to the image of orderly, friendly, and responsive service. With the availability of service spaces, communication facilities, and healthcare facilities, services become more accessible and users feel the benefits. Employees also become more motivated and responsible in providing the best service. Thus, adequate work facilities not only support internal work processes but also improve the overall and optimal quality of The general public services.

The Influence of Motivation on The general public Service Quality

The results of the research indicate that motivation has a positive and noteworthy impact on the quality of The general public services. This finding supports the opinion of Zahari et al. (2022), who stated that employee motivation to work, develop personal skills, and improve future capabilities is influenced by feedback regarding past The general public services and development. The results also align with research conducted by (Wilis, 2022), (Maulana, 2016), and (Anggraini & Ermawati, 2024), which found that motivation has a positive and noteworthy impact on the quality of The general public services.

Employee motivation notably impacts The general public service quality because high motivation encourages employees to work with enthusiasm, responsibility, and dedication in providing services to the public. Motivated employees demonstrate a strong commitment to their duties, complete work thoroughly, and strive to deliver the best results. A proactive attitude, enthusiasm, and a desire to achieve performance targets are key drivers in creating fast, accurate, and satisfying The general public services. This work ethic creates positive energy that drives continuous improvement in service quality. In the context of The general public services, this means providing services that are fair, transparent, and in accordance with operational standards. Therefore, motivation is a crucial factor influencing the quality of The general public services, as it determines the level of effort and concern employees put into serving the public.

The Influence of Discipline on The general public Service Quality Through Motivation

Discipline influences the quality of The general public services by increasing employee motivation. Discipline creates an orderly, clear, and directed work environment, which ultimately boosts employee morale. When employees arrive on time, complete tasks by deadlines, and comply with established regulations, they feel in control of their work and their role within the organization. This certainty boosts motivation because employees feel valued and recognized for their discipline and contributions. This is evident in their commitment to completing work without delay and their sense of responsibility for the results. The more disciplined an employee is, the greater their internal drive to provide their best, which is ultimately reflected in fast, precise, and accurate service to the public.

This motivation stems not only from personal drive but also from a supportive work surroundings that encourages compliance with regulations. When all team members

demonstrate discipline, a positive and supportive work culture is created, encouraging each individual to continuously develop and provide the best possible service. In the long term, the motivation that arises from discipline will create a responsive, solution-oriented The general public service that meets established service standards. Therefore, it can be said that discipline not only influences direct actions at work but also strengthens work motivation, which is the primary driving force in providing superior, high-quality, and professional The general public service within government agencies.

The Influence of Work Facilities on The general public Service Quality Through Motivation

Work facilities influence the quality of The general public services by increasing employee motivation because adequate work facilities create a comfortable work surroundings and optimally support employee activities. The availability of work tools such as computers, printers, a stable internet connection, and a clean and well-equipped workspace notably contribute to the smooth execution of tasks. When employees experience no technical obstacles in carrying out their work, their workload feels lighter and more efficient. This fosters a sense of comfort and satisfaction in their work. This comfort plays a crucial role in increasing employee motivation because they feel facilitated and supported by the organization.

Work motivation increases when employees feel their basic work needs are met. The availability of supporting facilities such as prayer rooms, canteens, adequate The general public service spaces, and healthcare facilities demonstrate the organization's concern for employee welfare. This attention creates emotional bonds and loyalty to the institution, which encourages employees to perform better. Employees who are motivated by feeling cared for demonstrate high work ethic, responsibility, and concern for the quality of service they provide to the public.

With high motivation, employees are more willing to provide optimal service, be responsive, friendly, and adhere to applicable service standards. They will be more enthusiastic about dealing with the The general public and resolving service issues without undue pressure. Therefore, work facilities serve not only as technical support but also as a motivational trigger that directly impacts the quality of The general public services. A well-facilitated work surroundings can create motivated employees, and motivated employees will create quality services.

CONCLUSION

Depending on the survey, discipline, work facilities, motivation, and the quality of The general public services at the Regional Finance and Asset Agency of West Tanjung Jabung Regency are perceived to be well-functioning. The results of this research also confirm that discipline and work facilities have a positive and noteworthy influence on the quality of The general public services, both directly and indirectly through employee motivation. This condition explains that if employees are able to demonstrate discipline at work, this will be reflected in their motivation to carry out their work effectively and according to procedures, thus improving the quality of The general public services. Meanwhile, the influence of work facilities on motivation on the quality of The general public services explains that if work facilities are complete and well-utilized in carrying out their duties, employee motivation will be more effective and focused, thus improving the quality of The general public services.

This research needs to be followed up to examine other factors that can influence the level of The general public service quality more comprehensively. This is crucial so that government agencies, particularly the Regional Finance and Assets Agency of West Tanjung Jabung Regency, can understand the various aspects that contribute to The general public perceptions of receiving quality services. Further research could also explore other changeable such as service transparency, utilization of information technology, and employee commitment, which have the potential to have a noteworthy impact. Thus, the results obtained

will provide material for a more comprehensive evaluation in efforts to improve the quality of The general public services going forward.

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