



The Influence of Employee Competence and Discipline on the Quality of Public Services at the Vocational and Productivity Training Center (BBPVP) Kemnaker Makassar

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ABSTRACT

Ira Sri Wahyuni. 2026. The Influence of Employee Competence and Work Discipline on Public Service Quality at the Makassar Center for Vocational and Productivity Training (BBPVP), Ministry of Manpower. (Supervised by Supervised by Mujahid and Rosnaini Daga). This study employs a quantitative approach using a survey method. The population consists of all employees at BBPVP Makassar, with a sample of 77 respondents determined through a saturated sampling technique. Data collection was conducted by distributing questionnaires using a Likert scale. This study aims to analyze the effect of employee competence on public service quality, the effect of work discipline on public service quality, and the simultaneous effect of employee competence and work discipline on public service quality at the Makassar Center for Vocational and Productivity Training (BBPVP), Ministry of Manpower. The research results indicate that employee competence has a positive and significant effect on the quality of public service. Work discipline also has a positive and significant effect on the quality of public service. Simultaneously, employee competence and work discipline have a positive and significant effect on the quality of public service. The coefficient of determination results shows that the variation in public service quality can be explained by employee competence and work discipline, while the is influenced by factors outside the research model. The most dominant variable influencing the quality of public service is employee competence

INTRODUCTION

The quality of public services is one of the key indicators for evaluating how well government organizations meet the needs of the people. Good public service isn't just about the systems and procedures an organization has in place, but also about the skills of the people who carry out the service processes. In government, employees are the main actors who interact, both directly and indirectly, with the public, so their competence and work discipline play a vital role in delivering services that are effective, efficient, professional, and focused on public satisfaction. This is even more important nowadays as people expect services that are fast, transparent, responsive, and accountable.

The quality of public services is also an important part of implementing bureaucratic reform and applying the principles of good governance. Good service reflects the government's ability to carry out its functions and responsibilities to the public. However, public service in Indonesia still faces various challenges, especially concerning consistency in service quality, timeliness, clarity of procedures, and the responsiveness of officials. In this study, these conditions serve as a key basis for looking at the quality of services at government service units with specific characteristics, namely the Vocational and Productivity Training Center (BBPVP) of the Ministry of Manpower (Kemnaker) in Makassar.

BBPVP Kemnaker Makassar is a technical implementation unit of the Ministry of Manpower that plays a strategic role in providing vocational training and improving labor productivity. The services offered are not just about administration but also cover planning, implementation, and evaluation of training programs for the community. Because of this, the quality of service at BBPVP Makassar is highly influenced by the employees' ability to carry out their duties and their consistency in meeting service standards. Employee competence is needed to ensure that services are delivered accurately and professionally, while work discipline is needed to make sure every service process runs according to regulations, schedules, and standard operating procedures.

The phenomenon of increasing service workload at BBPVP Makassar highlights the importance of strengthening both aspects. Based on internal observations and the annual activity reports of BBPVP Makassar for the 2023–2025 period, the number of employees increased from 66 in 2023 to 78 in 2025. During the same period, the number of training participants who successfully became alumni also grew from 7,504 to 10,349. This increase shows that the organization is facing a growing service volume and therefore needs human resources with adequate competence and work discipline.

The increase in the organization's capacity hasn't fully been matched by optimization in service delivery. In carrying out services, there are still delays in some training schedules, delays in completing administrative tasks, and coordination between departments that hasn't been optimal. This situation could affect trainees' perceptions of the quality of service provided. Therefore, the increase in the number of employees and trainees needs to be balanced with improvements in competence and work discipline to ensure public service quality is maintained.

Employee competence is one of the key factors that determine the success of public services. Competence isn't just about mastering knowledge and technical skills, but also includes work attitude, analytical ability, and the capacity to adapt to changes. Competent employees are better able to understand the needs of service users, provide accurate information, solve problems effectively, and adjust to technological developments and policy changes. In the context of BBPVP Makassar, competence becomes even more important because employees face diverse training needs and the constantly changing demands of the workforce.

Several previous studies have shown a positive relationship between employee competence and the quality of public services. Wakhidah and Pramusinto (2020) showed that employee competence and discipline have a positive and significant effect on public service quality. Herdina et al. (2024) also found that employee competence has a positive and significant effect on public service quality at the Department of Population and Civil Registration in Karawang Regency. Other studies indicate that human resource competence significantly affects public service quality and can support improving organizational performance. These findings show that improving knowledge, skills, professional attitudes, and employee abilities is an important part of enhancing service quality.

Besides competence, work discipline is a factor that plays a role in maintaining the consistency of public service quality. Discipline reflects the awareness and willingness of employees to follow rules, carry out tasks according to their responsibilities, use work time effectively, and perform work based on established standards. In public service, discipline isn't just about attendance or administrative compliance, but also about employees' commitment to delivering services on time, consistently, responsibly, and professionally.

Previous research has shown that work discipline is related to the quality of public services. Wange et al. (2023) found that work discipline has a positive and significant impact on the quality of public services. Setyadi et al. (2024) also showed a significant effect of work discipline on public service quality. These findings indicate that employees with high levels of discipline tend to be able to carry out tasks more consistently, follow procedures, be punctual, and provide services according to established standards. In the context of BBPVP Makassar, discipline becomes even more important because the entire training service process, from participant registration, training implementation, administration, to evaluation, requires order and ongoing coordination.

Although research on competence, discipline, and the quality of public services has been widely conducted, there are still varying results regarding which factor most strongly influences service quality. Some studies show that competence has a strong impact on service quality, while others emphasize the importance of discipline as a key factor in ensuring consistent service delivery. These variations suggest that the relationship between competence, discipline, and service quality needs to be examined based on the characteristics of the organization and the different service contexts.

The context of BBPVP Kemnaker Makassar provides an important space to test this relationship because this institution has service characteristics directly related to workforce competency development. The increase in the number of employees and training alumni shows a growing capacity and service load for the organization. On the other hand, the continued delays in training schedules, administrative completion, and inter-departmental coordination show that attention is needed to internal employee factors that can determine service quality. These conditions highlight a gap between the increasing service demands and the organization's ability to maintain service quality.

So, employee competence and discipline are two strategic factors that need attention when improving the quality of public services at BBPVP Kemnaker Makassar. Competence provides the basic ability for employees to carry out their work accurately, while discipline ensures that this ability is applied consistently according to organizational standards. These two factors complement each other in creating services that are fast, accurate, responsive, professional, and focused on public satisfaction. The research framework in the thesis also positions competence and discipline as variables that are simultaneously estimated to have a positive and significant effect on the quality of public services.

Based on this explanation, this study analyzes the effect of employee competence and discipline on the quality of public services at BBPVP Kemnaker Makassar. This research examines the influence of competence on public service quality, the impact of employee discipline on public service quality, and the simultaneous effect of both variables. The results of the study are expected to provide empirical evidence regarding the role of human resources in improving public service quality and to serve as input for BBPVP Kemnaker Makassar in strengthening competence development, discipline management, and employee performance management to deliver vocational training services that are professional, effective, and oriented toward community needs.

LITERATURE RIVIEW

Employee Competence and Public Service Quality

Employee competence is one of the key factors in determining an organization's success in providing public services. Competence isn't just about mastering knowledge and technical skills, but also includes work attitudes, analytical abilities, and the ability to adapt to changes in the work environment. In the context of public organizations, competence forms the foundation for employees to understand their tasks, carry out service procedures, solve problems, and meet the community's needs professionally. Research in theses shows that competence is understood as a combination of knowledge, skills, attitudes, analytical abilities, and adaptive capabilities that employees need to perform their duties effectively and efficiently.

Adequate competence allows employees to provide services more quickly, accurately, precisely, and responsively. Employees who master the substance of their work will be better able to understand the needs of service users and offer solutions to the problems they face. In the context of BBPVP Makassar, employee competence becomes even more important because the

services provided are related to vocational training and improving workforce productivity. These services require technical, managerial, and social skills, as well as the ability to adapt to technological developments and industry needs.

Conceptually, competencies in this research consist of knowledge, skills, work attitude, analytical ability, and adaptive ability. Knowledge relates to employees' understanding of tasks, procedures, policies, and organizational regulations. Skills reflect employees' ability to apply knowledge to their work. Work attitude is about professionalism, responsibility, and service orientation. Analytical ability enables employees to identify problems and determine the right solutions, while adaptive ability shows employees' capacity to handle changes in policies, technology, and job demands.

The relationship between competence and the quality of public services has been supported by several previous studies. Herdina, Wanta, and Romli (2024) found that employee competence has a positive and significant effect on the quality of public services. Employees with better technical and social competence are able to provide services more quickly, accurately, and in line with the needs of the community.

This finding is supported by Ardiansyah (2022), who found that employee competence contributes 86.1% to the quality of public services in the Kiaracandong District of Bandung City. These results indicate a strong relationship between employee abilities and public perception of service quality. Another study by Fadliani, Said, and Abubakar (2025) at PPSDM Kemendagri Regional Makassar also showed that competence is the most dominant factor affecting employee performance compared to motivation and work discipline.

From a Resource-Based View perspective, human resource competencies can be seen as a strategic asset for an organization. Employees who have knowledge, skills, and adaptive abilities are resources that can help the organization deliver valuable and hard-to-replace services. In public organizations, these competencies are an important asset for building professionalism, improving service effectiveness, and strengthening public trust.

Based on that explanation, it can be understood that improving employee competence has the potential to enhance the quality of public services. The better the employees' knowledge, skills, attitudes, analytical abilities, and adaptability, the greater the organization's ability to provide services that are fast, accurate, responsive, and in line with the needs of the public. Thus, this study proposes the hypothesis:

H1: Employee competence has a positive and significant effect on the quality of public services at BBPVP Kemnaker Makassar.

Work Discipline and Public Service Quality

Besides competence, work discipline is an important factor in ensuring the consistency of public service delivery. Work discipline reflects employees' awareness and willingness to follow organizational rules, carry out tasks according to their responsibilities, and perform work based on established standards. In public organizations, discipline isn't just about showing up; it also includes punctuality, adherence to procedures, responsibility, work ethics, and consistency in providing services.

Work discipline is an important tool to make sure that employees' skills are reflected in consistent work behavior. Employees with high competence but poor discipline might struggle to deliver optimal service. On the other hand, work discipline ensures that tasks are carried out according to schedule, procedures, and service standards. So, competence and discipline complement each other in providing high-quality public service.

In this study, work discipline is linked to several main aspects, namely time discipline, compliance with rules, responsibility, ethics, and performance. The research instruments also operationalize work discipline through those indicators.

Time discipline is an important part of public service because punctuality is directly related to the speed and certainty of services. Employees who show up on time, use their work hours effectively, and complete tasks according to targets will be better able to provide service according to standards. Similarly, following the rules ensures that every service process is carried out according to the applicable procedures.

Several previous studies provide empirical support for the relationship between work discipline and the quality of public services. Wange, Tohopi, and Nani (2023) found that work discipline has a significant impact on the quality of public services in the Village Government of Gorontalo Regency. Setyadi, Puspita, and Salmah (2024) also found a significant relationship between work discipline and the quality of public services at the Population and Civil Registration Office of Palembang City.

These findings show that employee discipline has a direct impact on the consistency and reliability of service. Disciplined employees tend to follow standard operating procedures more closely, are able to complete work on time, and show greater responsibility in carrying out service tasks.

In the context of BBPVP Kemnaker Makassar, work discipline is really relevant because the organization's activities involve running vocational training programs, handling administrative services, coordinating between departments, and interacting with trainees and stakeholders. Carrying out these activities requires sticking to schedules, following procedures, and employee responsibility so that the service process can run smoothly.

Based on those theoretical relationships and empirical evidence, we can come up with the following hypothesis:

H2: Work discipline has a positive and significant impact on the quality of public services at BBPVP Kemnaker Makassar.

Employee Competence, Work Discipline, and Quality of Public Services

The quality of public services is the result of an organization's ability to provide services that meet the needs and expectations of the community. Service quality is determined not only by the organization's systems and procedures but also by the human resources carrying out the service processes. In the thesis, public service quality is linked to the dimensions of tangibles, reliability, responsiveness, assurance, and empathy.

Tangibles relate to the physical aspects of the service, reliability shows an organization's ability to deliver service dependably and as promised, responsiveness is about the willingness to provide service quickly, assurance is about employees' ability and attitude to instill confidence, while empathy is about paying attention to the needs of service users. These five dimensions indicate that service quality is closely related to employees' behavior and abilities in interacting with service users.

Employee competence plays a role in making sure that employees have the ability to carry out their work according to service demands. Competent employees are able to understand procedures, use appropriate skills, communicate well, analyze problems, and adapt to changes. Meanwhile, work discipline ensures that these abilities are applied consistently in performing tasks. Therefore, competence and discipline can be seen as two internal factors that complement each other in creating quality public service.

The simultaneous relationship between these two variables is supported by the research of Noor, Wahyuni, and Chamariyah (2025), which found that human resource competence and work discipline together have a positive effect on the quality of public services in government agencies. This finding provides empirical evidence that service quality is determined not only by employee skills but also by consistent work behavior in carrying out tasks.

Other previous research also shows that the quality of public services is influenced by broader factors. Prameswari, Prabawati, and Wirantari (2025) indicate that digitalizing public services can boost efficiency and public satisfaction, while research by Gede, Suwanda, Baharudin, and Tjenreng (2025) shows that transparency, accountability, and public participation in implementing good governance can increase people's trust in government services.

The findings show that the quality of public services is a multidimensional concept that's not only influenced by human resources. Technology, governance, leadership, facilities and infrastructure, as well as organizational culture, can also play a role in determining service quality. That said, employee competence and discipline remain important internal factors since employees are the ones directly carrying out various service processes.

In the context of BBPVP Kemnaker Makassar, this relationship becomes even more important because the increase in the number of employees and training participants demands the organization's ability to maintain service quality. The thesis shows that the number of employees grew from 66 in 2023 to 78 in 2025, while the number of training alumni increased from 7,504 to 10,349 over the same period. This rise in service demand requires competent and disciplined employees to keep the service quality maintained.

Based on these theoretical and empirical studies, it can be concluded that employee competence and work discipline have a mutually reinforcing relationship in shaping the quality of public service. Competence provides employees with the capacity to perform their work professionally, while discipline ensures that this capacity is manifested through consistent, timely, responsible, and organization-standard-compliant work behavior. Therefore,

improving both variables together is expected to enhance the quality of public services at BBPVP Kemnaker Makassar.

Thus, the third hypothesis is formulated as follows:

H3: Employee competence and work discipline simultaneously have a positive and significant effect on the quality of public services at BBPVP Kemnaker Makassar.

Research Gap

Based on previous research reviews, most studies show a positive influence of competence on public service quality as well as a positive influence of work discipline on public service quality. Herdina et al. (2024) show the effect of competence on service quality, Ardiansyah (2022) found a strong contribution of competence to service quality, while Wange et al. (2023) and Setyadi et al. (2024) show that work discipline has a significant relationship with public service quality.

Nevertheless, research that examines competency and discipline simultaneously in the context of government vocational training institutions is still relatively limited. Most previous studies were conducted in administrative service organizations such as civil registry offices, village governments, sub-districts, and local government agencies. This situation indicates that there is room for research to examine the relationship between these two variables in organizations with different service characteristics, namely BBPVP Kemnaker Makassar, a government institution focused on vocational training and workforce productivity.

Besides the research gap based on organizational context, there's also a gap when it comes to the complexity of service demands. BBPVP Makassar not only provides administrative services, but also runs training programs that require technical skills, managerial abilities, communication skills, tech know-how, and the ability to adapt to industry needs. So, the competencies of employees in this organization are broader than those in conventional administrative services.

Another research gap is related to the increasing demands for digitalization and the need for services that are fast, transparent, and responsive. Previous studies have shown that service digitalization can improve efficiency and public satisfaction, while research on good governance highlights the importance of transparency, accountability, and participation. This situation shows that employee competence and work discipline need to be considered in the context of public organizations that are constantly experiencing technological changes and service demands.

Thus, this research holds an important position because it empirically examines the influence of employee competence and work discipline on the quality of public services at BBPVP Kemnaker Makassar. This study not only tests the influence of each variable individually but also examines the simultaneous effect of both variables on the quality of public services. The model aligns with the research's conceptual framework, which places competence and discipline as internal factors that determine the effectiveness and efficiency of staff performance in providing services to the public.

Sintesis Literature Review

The literature reviewed shows a fairly consistent pattern of relationships between competence, work discipline, and the quality of public services. Competence gives employees the ability to understand and carry out their tasks, while discipline provides a mechanism that ensures the work is done consistently according to organizational rules and standards. Public service quality then represents how these two factors are realized in the service process.

Based on previous research, employee competence has been shown to be related to improving service quality through mastery of knowledge, skills, work attitude, analytical ability, and adaptability. Meanwhile, work discipline is related to punctuality, compliance with rules, responsibility, and consistency in carrying out tasks. Both of these factors ultimately contribute to faster, more accurate, responsive, reliable service that is focused on the needs of the community.

This synthesis strengthens the theoretical basis of the research that improving the quality of public services at BBPVP Kemnaker Makassar is not enough just by fixing procedures and organizational systems, but also requires strengthening the quality of human resources. The thesis that underlies this article also shows that the results of empirical research support the three relationships formulated, namely that competence has a positive and significant effect on public service quality, work discipline has a positive and significant effect on public service quality, and that competence and work discipline together have a positive and significant effect on public service quality.

Thus, this literature review positions employee competence and work discipline as the two main internal determinants of public service quality at BBPVP Kemnaker Makassar. This relationship framework provides a solid basis for empirically examining how improving employees' capacity and discipline can support the realization of public services that are professional, effective, efficient, responsive, and oriented towards public satisfaction.

METHODOLOGY

This study uses a quantitative approach with a causal-associative design to analyze the influence of employee competence and work discipline on the quality of public services at the Makassar Vocational and Productivity Training Center (BBPVP) under the Ministry of Manpower. A quantitative approach is used because all research variables are measured in a structured way through numerical data and analyzed using statistical techniques, while a causal-associative design is used to examine the effect of independent variables on dependent variables.

The research was carried out at BBPVP Makassar as a technical implementation unit under the Ministry of Manpower of the Republic of Indonesia. The choice of research location was based on BBPVP Makassar's role in providing vocational training and enhancing workforce productivity, so the competence and discipline of employees are directly related to the quality of public services delivered. The research was conducted over two months, from

February to March 2026, including activities such as data collection, field observation, questionnaire distribution, and data analysis.

The research population consists of all instructors working at BBPVP Makassar under the Ministry of Manpower, totaling 77 people. Instructors were chosen as the population because they are directly involved in the process of providing vocational training services, developing workforce competencies, and improving labor productivity. The sampling technique used is saturated sampling, or a census, meaning all members of the population were made research samples. So, the research sample consists of 77 respondents, all of whom are BBPVP Makassar instructors.

Data was collected using questionnaires, interviews, and documentation. The questionnaire was the main research instrument and was designed in the form of closed-ended questions using a five-point Likert scale to measure respondents' perceptions of employee competence (X_1), work discipline (X_2), and public service quality (Y). The measurement scale consisted of five categories: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5).

Employee competency is measured through indicators like knowledge, skills, work attitude, analytical ability, and adaptability. Work discipline is measured through indicators like punctuality, compliance with rules, responsibility, ethics, and performance. Meanwhile, public service quality is measured based on the dimensions of tangibles, reliability, responsiveness, assurance, and empathy used in the SERVQUAL model.

Before being used in the main analysis, the research instrument was tested for validity and reliability. The validity test was done using the Pearson Product Moment correlation by correlating the score of each item with the total score of the variable. An item is considered valid if the calculated r value is greater than the r table value at a 5% significance level. Next, the reliability test was conducted using Cronbach's Alpha. The instrument is considered reliable if the Cronbach's Alpha value is ≥ 0.70 . The testing was carried out on items in the variables of employee competence, work discipline, and public service quality.

Data analysis was carried out step by step through descriptive and inferential statistical analysis. Before running the regression test, classical assumption tests were conducted, including tests for normality, multicollinearity, heteroscedasticity, and autocorrelation. The normality test is used to check the distribution of residuals, the multicollinearity test ensures there is no high correlation between independent variables, the heteroscedasticity test is to see if the residuals have the same variance, while the autocorrelation test is to make sure the residuals are independent.

Hypothesis testing was conducted using multiple linear regression analysis to find out the direction and the size of the influence of employee competence (X_1) and work discipline (X_2) on the quality of public services (Y). The regression model used is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Note: Y is the quality of public service; a is a constant; b_1 and b_2 are regression coefficients; X_1 is employee competence; X_2 is work discipline; and e is the error

or other factors outside the research model. The regression estimation is done using the Ordinary Least Squares (OLS) method with SPSS software version 26.

The effect of the independent variable partially was tested using the t-test, while the effect of employee competence and work discipline simultaneously on the quality of public services was tested using the F-test. In addition, the coefficient of determination (R^2) was used to find out the proportion of variation in public service quality that can be explained by employee competence and work discipline in the research model. The decision for testing the hypothesis was based on a 5% significance level ($\alpha = 0.05$), with a significance value less than 0.05 indicating a significant effect.

All stages of the analysis were carried out on data from 77 respondents to obtain empirical evidence on the effect of employee competence and work discipline, both partially and simultaneously, on the quality of public services at BBPVP Makassar of the Ministry of Manpower.

RESULT

Characteristics and Description of Research Variables

This study was conducted to analyze the effect of employee competence and work discipline on the quality of public services at the Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) of the Ministry of Manpower in Makassar. The research used a quantitative approach with a total of 77 respondents. The data for the study were obtained through the distribution of questionnaires using a Likert scale and were then analyzed with the help of SPSS software.

The results of the descriptive analysis show that all three research variables fall into the high category. The employee competence variable scored an average of 4.15. The work discipline variable scored an average of 4.16, while the public service quality scored an average of 4.14. These results indicate that, in general, respondents gave high ratings for employee competence, work discipline, and public service quality at BBPVP Makassar.

In the employee competency variable, the indicator with the highest average score is skills, specifically the employees' ability to complete their work well, with an average score of 4.27. This result shows that BBPVP Makassar employees are considered to have adequate ability in performing their jobs, understanding their duties and responsibilities, using work technology, and adapting to policy changes and technological developments.

In the work discipline variable, the average score of 4.16 falls into the high category. The indicators with the highest average scores are integrity and achieving work targets, with an average of 4.23. These findings show that employees have a good level of compliance and responsibility in carrying out their work and strive to achieve the targets set by the organization.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is used to find out the extent of the influence of employee competence and work discipline on the quality of public services. The data processing results produced the following regression coefficient values:

Table 1. Multiple Linear Regression Analysis Results

Variabel	Koefisien B	Std. Error	Beta	t count	Sig.
Constant	-1,012	1,772	-	-0,571	0,570
Employee Competence (X ₁)	0,706	0,112	0,673	6,297	0,000
Work Discipline (X ₂)	0,315	0,118	0,285	2,665	0,009

Source: SPSS output, processed (2026)

Based on the results of that analysis, the multiple linear regression equation can be formulated as follows:

$$Y = -1,012 + 0,706X_1 + 0,315X_2$$

The equation shows that the regression coefficient for employee competence is 0.706 and positive. This means that if employee competence goes up by one unit, public service quality goes up by 0.706 units, assuming work discipline stays the same. At the same time, the regression coefficient for work discipline is 0.315 and also positive, which means if work discipline goes up by one unit, public service quality will rise by 0.315 units, assuming employee competence stays the same.

The beta coefficient values show that employee competence has a Beta value of 0.673, while work discipline has a Beta value of 0.285. So, employee competence is a more dominant factor in influencing public service quality compared to work discipline.

The Impact of Employee Competence on the Quality of Public Services

The partial test results show that employee competence has a positive and significant effect on the quality of public services. The t-value is 6.297, which is higher than the table t-value of 1.993, with a significance value of 0.000, which is less than 0.05. Therefore, the first hypothesis, which states that employee competence affects the quality of public services, is accepted.

The results show that the higher the employees' competence, the better the quality of public services provided by BBPVP Makassar. Competence, which includes knowledge, skills, work attitude, analytical ability, and adaptive capacity, allows employees to carry out their work accurately, quickly, professionally, and according to the needs of service users.

Research findings also show that employee competence is in the high category with an average score of 4.15. This high rating shows that employees at BBPVP Makassar have adequate skills to carry out public service tasks. Employees' ability to complete work, understand duties and responsibilities, use technology, and adapt to changes is an important part that supports improving service quality.

The Effect of Work Discipline on the Quality of Public Services

Partial test results show that work discipline has a positive and significant effect on public service quality. The t-value of 2.665 is higher than the table t-value of 1.993, while the significance value of 0.009 is less than 0.05. Thus, the second hypothesis, which states that work discipline affects public service quality, is accepted.

The work discipline regression coefficient of 0.315 shows that an increase in work discipline will be followed by an improvement in public service quality. Work discipline in this study is reflected through adherence to working hours, organizational rules, responsibility in carrying out tasks, work ethics, and achieving performance targets.

Descriptive results show that work discipline scored an average of 4.16, which falls into the high category. This score indicates that employees have a good level of discipline in carrying out their tasks and responsibilities. In the context of BBPVP Makassar, work discipline is important because the increasing number of employees and training participants leads to a higher volume of services, making it necessary to adhere to work schedules, standard operating procedures, and job responsibilities.

The Influence of Employee Competence and Work Discipline on Public Service Quality

The simultaneous test results show that employee competence and work discipline together have a positive and significant effect on public service quality. The calculated F value is 308.812 with a significance level of 0.000. This F value is higher than the table F value of 3.12, and the significance is less than 0.05. So, the third hypothesis, which states that employee competence and work discipline simultaneously affect public service quality, is accepted.

The results of the determination coefficient show an R value of 0.945, indicating a very strong relationship between employee competence and work discipline with the quality of public services. An R Square value of 0.893 shows that 89.3% of the variation in public service quality can be jointly explained by employee competence and work discipline. Meanwhile, 10.7% of the variation in public service quality is explained by other factors not included in the research model.

The Adjusted R Square value of 0.890 shows that after adjusting for the number of independent variables and the sample size, the model's ability to explain public service quality remains at 89.0%. The relatively small difference between the R Square of 0.893 and the Adjusted R Square of 0.890 indicates that the regression model has a good level of stability. Overall, the research results show that the quality of public services at BBPVP Makassar is not influenced by just one factor, but is the result of a combination of employee competence and work discipline. Employees with high competence are able to carry out their work professionally, understand the community's needs, solve service issues accurately, and adapt to changes in the work environment. Meanwhile, work discipline encourages employees to carry out tasks according to regulations, follow standard operating procedures, maintain job responsibility, and provide services consistently and on time.

Thus, strengthening employee competence and discipline becomes an important factor in maintaining and improving the quality of public services at BBPVP Makassar. The research also shows that employee competence is a more dominant variable compared to work discipline, as indicated by the Beta values of 0.673 for competence and 0.285 for work discipline.

DISCUSSION

The Impact of Employee Competence on the Quality of Public Services

The research results show that employee competence has a positive and significant effect on the quality of public services at the Makassar Vocational and Productivity Training Center (BBPVP) of the Ministry of Manpower. The partial test results show a t-value of 6.297, which is higher than the table t-value of 1.993, with a significance value of $0.000 < 0.05$. Therefore, the first hypothesis stating that employee competence affects the quality of public services is considered accepted.

The findings show that the better the competence of the employees, the better the quality of public services provided by BBPVP Makassar. Competence in this study is not only related to the employees' technical abilities in doing their jobs, but also includes knowledge, skills, work attitudes, analytical abilities, and adaptive capabilities. These five aspects are important in supporting employees' ability to carry out tasks effectively, solve service issues, communicate with service users, and adapt to changing organizational and community needs.

These results align with Spencer and Spencer's view, which sees competence as a fundamental characteristic of individuals related to job performance effectiveness. In the context of public services, competence is an important asset because the quality of service is largely determined by the ability of staff to understand their duties, master procedures, provide accurate information, and respond to public needs professionally. Employees with adequate competence are better able to deliver services according to established standards.

The findings of this study also support the results of Herdina et al. (2024), which showed that employee competence has a positive and significant impact on the quality of public services. That study explained that employees with good competence are able to provide services more quickly, accurately, and responsively. Ardiansyah's (2022) research also showed a strong contribution of employee competence to the quality of public services. In that study, employee competence contributed 86.1% to the quality of public services. These findings show that employee ability is one of the important factors in shaping public perception of government service quality.

This situation is relevant to the nature of services at BBPVP Makassar as a technical implementation unit of the Ministry of Manpower that provides vocational training and workforce productivity enhancement programs. The services offered by BBPVP Makassar require employees to have skills in managing programs, providing information, handling administration, coordinating with various parties, and ensuring training activities run according to standards. Therefore, improving employee competence will have a direct impact on the organization's ability to provide effective services that meet the needs of the community.

The research results also show that competence is a more dominant variable than work discipline in explaining the quality of public services. This is reflected in the t-value for competence being 6.297, while work discipline has a t-value of 2.665. This difference indicates that in the context of BBPVP Makassar,

improving employees' skills is a very important aspect for achieving better service quality.

These findings suggest that competence development shouldn't just be seen as an activity to boost individual skills, but should be part of the organization's strategy. Education and training programs, competency certification, digital skills enhancement, excellent service training, as well as technical and managerial skills development need to be guided by job requirements and service demands. That way, competence development can make a bigger contribution to improving the quality of public services.

The Effect of Work Discipline on the Quality of Public Services

The research results show that work discipline has a positive and significant effect on the quality of public services at BBPVP, Ministry of Manpower Makassar. The partial test results show a t-value of 2.665, which is greater than the t-table value of 1.993, with a significance value of $0.009 < 0.05$. Therefore, the second hypothesis, which states that work discipline affects the quality of public services, is considered accepted.

The results show that the better the employees' work discipline, the better the quality of public services provided. Work discipline plays a role in making sure employees carry out tasks according to organizational rules, follow standard operating procedures, use working time effectively, complete work according to targets, and consistently fulfill their responsibilities.

In the context of public service, discipline means more than just sticking to working hours. It reflects an employee's willingness to carry out tasks and responsibilities consistently according to the rules and service standards. Employees with high discipline are better at keeping services on time, reducing work delays, following procedures, and maintaining consistent service for the public.

The findings of this study align with the research by Wange, Tohopi, and Nani (2023), which found that work discipline has a positive and significant impact on public service quality. Setyadi et al. (2024) also showed a significant relationship between work discipline and public service quality. So, the results at BBPVP Makassar further support the empirical evidence that employee discipline is an important factor in creating effective and reliable public services.

Work discipline at BBPVP Makassar is becoming increasingly important because the organization faces service demands related to carrying out various vocational training programs. Timely execution of training, completion of administrative tasks, coordination between departments, and providing information to participants all require consistent employee behavior. When employees can perform their tasks according to schedules and procedures, the service process runs more smoothly and reduces the chances of delays or service errors.

The research results also show that the average work discipline score is in the high category, at 4.16. This indicates that respondents assess the work discipline of BBPVP Makassar employees as being at a good level. At the same time, the quality of public service also received an average score of 4.14, which is in the high category. The positive relationship between these two conditions

shows that good work discipline can support the delivery of consistent, timely, and standard-compliant service.

Thus, improving work discipline needs to be done continuously through fostering organizational culture, monitoring compliance with SOPs, evaluating performance, strengthening the code of ethics, and giving rewards to employees who show good performance and discipline. This reinforcement is necessary so that the level of discipline, which is already high, can be maintained and even improved.

The Influence of Employee Competence and Work Discipline on Public Service Quality

The research results show that employee competence and work discipline simultaneously have a positive and significant effect on the quality of public services at BBPVP Makassar. The simultaneous test results obtained an F value of 308.812, while the F table value was 3.12, with a significance level of 0.000. Since the calculated F value is greater than the F table value ($308.812 > 3.12$) and the significance value is less than 0.05, the third hypothesis is accepted.

The findings show that the quality of public services is not just determined by employees' skills or their discipline alone. Service quality comes from a combination of employees' ability to do their work and their consistency in carrying it out according to the rules and standards in place.

Competence gives employees the ability to understand and carry out their work, while discipline ensures that this ability is applied consistently in the work process. Employees who are highly competent but lack good discipline may struggle to provide service consistently. On the other hand, employees who are disciplined but have limited competence can also face challenges in completing tasks that require knowledge, skills, analytical ability, and adaptability.

The combination of these two variables is becoming increasingly important in public service organizations like BBPVP Makassar. Carrying out vocational training services requires employees who can understand the substance of the job while also being disciplined in following schedules, procedures, service standards, and division of responsibilities. Therefore, improving service quality needs to focus on developing both aspects at the same time.

The results of the coefficient of determination show an R Square value of 0.893. This means that 89.3% of the variation in public service quality can be explained by employee competence and work discipline, while the remaining 10.7% is influenced by other factors that are not included in the research model. Those other factors mentioned in the thesis include work motivation, leadership, organizational culture, work environment, job satisfaction, and organizational commitment.

An R Square value of 89.3% shows that the research model has a very strong ability to explain variations in public service quality. However, this value also indicates that there is still room for other factors to explain public service quality. Therefore, future research can consider other variables such as leadership, organizational culture, work environment, motivation, job satisfaction, and even service technology factors to get a more comprehensive understanding.

Empirically, the simultaneous findings of this study align with the research by Noor, Wahyuni, and Chamariyah (2025), which showed that human resource competence and work discipline simultaneously have a positive effect on public service quality. This similarity in results strengthens the argument that the quality of public services in government organizations heavily depends on the quality of the human resources carrying out the service functions.

Implications of Research Results for Improving Public Services at BBPVP Makassar

The research results have important implications for human resource management at BBPVP Makassar. The high average scores for competence at 4.15, work discipline at 4.16, and public service quality at 4.14 show that all three variables are in the high category. This indicates that BBPVP Makassar employees already have strong internal resources to support the delivery of public services.

Even so, the test results show that competence has a stronger influence compared to work discipline. Therefore, strategies to improve service quality need to pay more attention to developing employee competence. This development can be done through needs-based education and training, competency certification, improving digital literacy, excellent service training, as well as enhancing technical and managerial skills.

On the other hand, work discipline still remains an important factor that cannot be separated from competence. Employee skill development needs to be accompanied by a work system that can ensure those skills are applied consistently. Strengthening SOPs, internal supervision, regular performance evaluations, discipline coaching, and performance-based rewards can serve as tools to maintain work discipline.

Therefore, improving the quality of public services at BBPVP Makassar should ideally be done through an integrated approach. Competency development needs to be aimed at enhancing the staff's capacity to carry out their duties, while strengthening discipline is intended to ensure tasks are performed consistently, on time, responsibly, and according to service standards. Combining these two strategies is expected to both maintain and improve the quality of public services at BBPVP Makassar.

Overall, this study emphasizes that employee competence and work discipline are two strategic factors in building the quality of public services at BBPVP Makassar. Competence serves as the foundation of employees' ability to provide services, while discipline acts as the mechanism that ensures this ability is consistently applied in carrying out tasks. Continuously strengthening these two aspects is important for supporting public services that are professional, effective, efficient, responsive, transparent, and accountable.

CONCLUSIONS

Based on the research results on the Influence of Employee Competence and Work Discipline on the Quality of Public Services at BBPVP Makassar, Ministry of Manpower, which was analyzed using multiple linear regression on 77 respondents, several conclusions can be drawn as follows:

1. Employee competence has a positive and significant effect on the quality of public services at the Balai Besar Pelatihan Vokasi dan Produktivitas Kemnaker Makassar.
2. Work discipline has a positive and significant effect on the quality of public services at the Makassar Vocational and Productivity Training Center of the Ministry of Manpower.
3. Employee Competence and Work Discipline simultaneously have a positive and significant effect on the Quality of Public Services at the Vocational and Productivity Training Center of the Ministry of Manpower in Makassar.

RECOMMENDATIONS

Based on the research results on the influence of employee competence and work discipline on the quality of public services at BBPVP Kemnaker Makassar, some recommendations that can be given are as follows.

1. Continuous Strengthening of Employee Competence

BBPVP Kemnaker Makassar needs to make employee competency development one of its strategic priorities in improving public service quality. Competency development programs should not only focus on enhancing technical skills but also include communication skills, excellent service, analytical abilities, digital literacy, and the ability to adapt to technological advancements and changes in workforce needs. This development can be done through technical education and training, workshops, competency certification, hands-on learning, and ongoing capacity-building programs. This recommendation aligns with research findings showing that employee competence has a positive and significant impact on public service quality.

2. Competency Development Based on Service Needs

Competency development should ideally be based on the analysis of competency needs for each position and service function. BBPVP Kemnaker Makassar can periodically map competencies to identify gaps between the skills employees have and the skills the organization needs. The results of this mapping can then be used as a basis for creating training programs, certification, career development, and employee placement. This approach allows human resource development to be more targeted and directly connected to improving service quality.

3. Strengthening Digital Skills and Adaptive Abilities

Facing the development of digital services and changing industry needs, employees at BBPVP Kemnaker Makassar need to strengthen their digital skills and adaptive abilities. This development can include using service information systems, managing data, applying technology in training processes, digital communication, as well as the ability to adapt to policy and technology changes. Adequate digital competence is expected to speed up service processes, improve

administrative accuracy, and make interactions between employees and training participants easier.

4. Maintaining and Strengthening Work Discipline

Even though employee work discipline is in the high category, this condition needs to be maintained by strengthening compliance with working hours, standard operating procedures, responsibility for completing tasks, service ethics, and integrity. Research results show that work discipline has a positive and significant effect on the quality of public services with a regression coefficient of 0.315, a t-value of 2.665, and significance of 0.009. Therefore, improving discipline should be positioned as part of the service management system, not just as a form of administrative compliance.

5. Increasing Supervision of SOP Implementation

The leadership at BBPVP Kemnaker Makassar needs to strengthen the monitoring and evaluation mechanisms for the implementation of standard operating procedures. Supervision can be done through regular evaluations, monitoring the timeliness of services, checking administrative completions, and evaluating the execution of training schedules. Consistent supervision can help identify service obstacles early on and prevent procedural mismatches.

6. Integrating Competence and Discipline in Performance Evaluation

Competence and discipline shouldn't be evaluated separately, but rather integrated into the employee performance evaluation system. The evaluation can cover job mastery, work quality, ability to provide service, punctuality, adherence to SOPs, responsibility, ethics, and adaptability. This integration is important because research shows that competence and discipline together have a positive and significant impact on the quality of public services. An F-value of 308.812 with a significance of 0.000 shows the strong influence of these two variables when considered together.

7. Implementing a Balanced System of Rewards and Development

BBPVP Kemnaker Makassar can strengthen the reward system for employees who demonstrate competence, discipline, integrity, and good service quality. Rewards can be given based on measurable and transparent performance indicators. At the same time, guidance should be provided to employees who have not yet met performance standards. A balanced approach of rewards and guidance is expected to boost work motivation while also strengthening a service-oriented organizational culture.

8. Improving Service Quality That is Focused on the Users

Improving competence and discipline should be aimed at the ultimate goal of enhancing user experience and satisfaction. Therefore, the quality of services at BBPVP Kemnaker Makassar can be regularly evaluated through trainee feedback, satisfaction surveys, timeliness of service, clarity of information, employee responsiveness, service reliability, and employees' ability to handle complaints. In this way, the improvement of human resources can be measured based on its impact on the quality of services received by the public.

9. Strengthen Coordination Between Departments

Improving the quality of public services also needs to be supported by effective coordination between units or departments. Good individual competence should be backed by the ability to work together, internal communication, clear task distribution, and quick coordination mechanisms. Strengthening coordination becomes especially important in organizing vocational training that involves various stages, from participant administration, training preparation, learning implementation, to program evaluation.

10. Recommendations for Future Research

Further research is recommended to develop the research model by including other variables that have not been analyzed in this study. Based on the determination coefficient value, 10.7% of the variation in public service quality is still influenced by factors beyond competence and work discipline. These factors could include work motivation, leadership, organizational culture, work environment, job satisfaction, organizational commitment, service innovation, and the use of information technology. Future research could also expand the number of respondents and research subjects so that the results can be compared with other public service units.

Overall, the main recommendation of this study is that BBPVP Kemnaker Makassar should not only maintain the high levels of employee competence and discipline that are already in place, but also develop them in a systematic, measurable, and sustainable way. The integration of competency development, discipline reinforcement, performance evaluation, technology utilization, and focus on user needs is expected to strengthen the quality of public services while supporting BBPVP Kemnaker Makassar in carrying out its strategic role as a vocational training and workforce productivity improvement institution.

FURTHER STUDY

This research still has limitations, so further studies are needed on the topic of The Influence of Employee Competence and Discipline on the Quality of Public Services at the Vocational and Productivity Training Center (BBPVP) Kemnaker Makassar to improve the research and add insights for the author and readers.

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