



The Effect Of Competence And Discipline Of Work On Public Satisfaction In The Regional Office Of The Ministry Of Religion In West Sumatera Province With Quality Of Service As An Intervening Variable

Ermayenti

Master of Management, STIE “KBP”, JL Khatib Sulaiman No. 61 Lolong Belanti,
Padang Utara 25136, West Sumatera, Indonesia

Heryanto

Lecturer in Management Master Program, STIE “KBP”, JL Khatib Sulaiman No. 61 Lolong
Belanti, Padang Utara 25136, West Sumatera, Indonesia

ABSTRACT

The study aims to explain the presence or absence of the influence of competence and discipline in the Staffing Section of the Regional Office of the Ministry of Religion of West Sumatera Province and measure the influence of competence and discipline on the Regional Office of the Ministry of Religion of West Sumatera Province. This research was conducted from August to October 2018 in the Regional Office of the Ministry of Religion, West Sumatera Province. The sample used in this study was 70 respondents using sampling method. The independent variables in this study are competence (X_1) and discipline (X_2). The dependent variable is satisfaction (Y). And the intervening variable of service (I). Technical data collection is a questionnaire. The data analysis technique uses descriptive analysis. To determine the effect of independent variables on the dependent variable partially, t_{test} is used, while to determine the independent effect of the dependent variable simultaneously, F test is used. The assumption used in the validity test is if $R_{count} > R_{table}$ items are declared valid. R_{count} shown in the table above, from each item shows that $R_{count} > R_{table}$ item is declared valid. Based on the validity of the competency instrument (X_1), work discipline (X_2), Satisfaction (Y) and service (I) all items are declared valid and the reliability test results indicate that the instrument has high reliability and meets the criteria of valid and reliable instrument requirements. Based on the results of the study that the independent variable of competence (X_1) and discipline (X_2) has a significant effect on satisfaction (Y) through service (I) as an intervening variable.

Keywords: Competence, Discipline, Satisfaction, Service

INTRODUCTION

Background

Government service is an activity that is an embodiment of one of the functions of the government itself, whose purpose is to improve the welfare of the community. In a theoretical study conducted by Mouw (2013) that public services in the regions show their benefits and advantages, while also showing their weaknesses. The hope of the people who always want satisfaction in service, but the weakness of bureaucrats in the absence or limited resources that are qualified and coupled with regulations that make regional bureaucrats work rigidly. So that there are still many public complaints over the low quality of public services.

Ortala's Subdivision and Evaluation Program and Staffing are among others the Implementation of Occupational Competency Assessments carried out involving External Assessors (Psychologists and HR Consultants) and Internal Assessors (Elements of the

Ministry of Religion Personnel Bureau. Assessment of Credit Numbers Functional Position (Teacher, Supervisor, Extension) Appraisal of Credit Score appointed by Head of Regional Office The implementation of the Assessment is carried out two times a year, namely the period of April and October period. The activity is followed by the District / City Ministry of Religion Personnel Analysts and Personnel Activities Activities are carried out once a year. Service Examination and the Promotion Increase Adjustment Test based on a circular letter

In this study the authors used the Competency factor, service quality and work discipline in looking at their influence on community satisfaction in the Ortala Sub-Department and the Regional Office of the Ministry of Religion in West Sumatra.

Regulations regarding the discipline of civil servants in Indonesia are regulated in Government Regulation Number 53 Year 2010. PP number 53 is a renewal of Government Regulation Number 30 of 1980. PP Number 53 of 2010 contains provisions on obligations, prohibitions, disciplinary penalties, officials authorized to punish , imposition of disciplinary penalties, objections to disciplinary penalties, and the enactment of legal decisions and discipline.

Conditions that occur in the provincial ministry of Religion West Sumatra regarding the level of discipline is that there are still employees who come in the morning just to take absences and then go out of the office for other matters and go back to the office to take the abscess home.

The objectives to be achieved in this study are:

1. Test the influence of competency on the quality of service in the Ortala Sub-Department and Staffing of the Regional Office of the Ministry of Religion, West Sumatra Province
2. Test the influence of work discipline on the quality of services at Ortala Sub-Department and Civil Service Office of the Ministry of Religion of West Sumatra Province.
3. Test the influence of service quality on community satisfaction in Ortala Sub-Department and Civil Service Regional Office of West Sumatra Province.
4. Test the influence of competency on community satisfaction in Ortala Sub-Department and Civil Service Office of the Ministry of Religion of West Sumatra Province.
5. Test the influence of work discipline on community satisfaction in Ortala Sub-Department and Civil Service Regional Office of West Sumatra Province.
6. Test the influence of service quality as an intervening variable between competency and community satisfaction Ortala Sub-Department and Civil Service Regional Office of West Sumatra Province Staff.
7. Test the influence of service quality as an intervening variable between discipline and community satisfaction in Ortala Sub-Department and Civil Service Office of the Ministry of Religion of West Sumatra Province.

LITERATURE REVIEW

Competence

Wibowo (2007), argues that competence is an ability to carry out or do a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence demonstrates skills or knowledge characterized by professionalism in a particular field as the most important, as the superior of the field.

According to Sutrisno (2011) explained that the notion of competence in public and private organizations is needed especially to answer the demands of the organization, where there is a very rapid change, the development of very complex and dynamic problems and uncertainty about the future in people's lives. Competence is an ability that is based on the skills and

knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements.

Darsono and Siswandoko (2011) competence is a combination of skills, knowledge, creativity and positive attitudes towards certain jobs that manifest in the best performance compared to others.

Based on the above opinion regarding competence, it can be concluded that competency reflects a person's ability to carry out or carry out his work based on the skills, knowledge, creativity and experience that is in him to produce an expected performance.

Placement of employees in positions that match their competencies is also one of the determining factors in increasing job satisfaction. Competence is a basic characteristic of a person (individual) that influences the way of thinking and acting, generalizes on all situations faced and lasts long enough in human beings (Ruky, 2006). Competence in relation to performance can be classified in two groups (Ruky, 2006), namely threshold competencies, namely the minimum criteria that office holders must be able to work effectively and differentiating competencies, namely criteria that distinguish people from achieving performance superior and average performance people.

Discipline

According to Simamora (1997) discipline is a procedure that corrects or punishes subordinates for violating regulations or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to comply with all regulations and social norms that apply (Rivai, 2004).

Hasibuan (2004) argues that discipline is the awareness and willingness of someone to obey all applicable company regulations and social norms.

Based on the above understanding it can be concluded that work discipline is an attitude, behavior and deed that is in accordance with both written and unwritten rules and if it violates the tone of sanction for the violation.

Satisfaction

Satisfaction is a function of the difference between perceived performance and expectations. If the performance is below expectations, the public will be disappointed. If the performance is in line with expectations, the community will be satisfied. Whereas if the performance exceeds expectations, the community will be very satisfied. The expectations of the community can be formed by the past, comments from relatives and promises and information from marketers and rivals. Satisfied people will be loyal for longer, less sensitive to prices and give good comments about public organizations.

Kotler (2014: 150) defines customer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance (results) of the product that is thought of the expected performance (or results).

From this definition it can be said if the product performance is not in accordance with customer expectations and if expectations are set too low, then the customer will feel dissatisfied and end up disappointed, if the performance matches expectations, the customer

will be satisfied, but if the employee's performance exceeds expectations, then customers will feel happy and very satisfied.

Service quality

Quality is closely related to the attitudes and behavior of certain individuals in providing services to customers by satisfying their needs and desires. Service quality is the overall characteristics and characteristics of a product or service that affects the ability to satisfy expressed and implied needs and desires (Kotler and Keller, 2011).

The concept of quality is a term in management which, according to Kasmir (2005) is a dynamic condition that relates to products, humans (labor), processes and tasks as well as environments that meet or exceed the expectations of customers or consumers. The tastes or expectations of consumers on a product always change so that the quality of the product must always change or be adjusted. With changes in product quality, it is necessary to change or improve the skills of the workforce, changes in the production process and tasks and changes in the company's environment so that the product can meet or exceed consumer expectations.

Effect of Competence on Service Quality

Research conducted by Adharianti and Marina (2014) on the analysis of the impact of employee competency on customer satisfaction through product quality and service quality, found that the influence of employee competency on product quality and service quality had a positive and significant effect. Quality of service to customer satisfaction also has a significant effect, but employee competency and product quality towards customer satisfaction have no significant effect.

Indrawati (2013) conducted a study on the effect of competency and quality of services of Puskesmas officers on patient satisfaction at Ciledug-Tangerang Health Center, arguing that partially or jointly, competency and service quality had an effect on patient satisfaction at Ciledug Health Center.

Guided by the results of previous studies stated above, the hypothesis in this study can be stated as follows:

H1: Competence has a positive and significant effect on Service Quality in Ortala Sub-Department and Civil Service Regional Office of West Sumatra Province

Effect of Work Discipline on Service Quality

The research conducted by Purwanto and Wahyuningsih (2013) the influence of discipline and responsiveness to customer satisfaction with service quality using SEM (Structural Equation Modeling), found that there is a positive direct influence between discipline and responsiveness to customer satisfaction

Vellayati (2018) conducted a study on the effect of the quality of public services and employee work discipline on community satisfaction, finding that there was a positive and significant influence on the quality of public services on community satisfaction

Sari (2016) in his research on the Effect of Discipline and Job Satisfaction on Employee Performance of Citra Niaga Batam PT, revealed that there was an influence of work discipline on the employee performance of Citra Niaga PT money changer, the Influence of Job Satisfaction on employee performance and the influence of work discipline on job satisfaction employee

The research conducted by Trianto (2015) on the Effect of Work Discipline and Work Motivation on Service Quality at the National Youth and Sports Empowerment Center (PP-PON) of the Ministry of Youth and Sports, concluded that work discipline had a positive effect and not significant, work motivation has a positive and significant effect and together-same positive and significant effect.

Guided by the results of previous studies stated above, the hypothesis in this study can be stated as follows:

H2: Work Discipline has a positive and significant effect on the quality of service in the Ortala Sub-Department and the Regional Office of the Ministry of Religion in West Sumatra.

Effect of Service Quality on Community Satisfaction

Research conducted by Raharja (2017) on the influence of employee competencies on the quality of public services in the branch of revenue service area of West Java Province, concluded that simultaneously. Employee competency had a significant effect on service quality. While the influence of employee competencies partially which consists of three aspects of employee competency which include: aspects of knowledge factors affect the quality of service. Aspects of skill factors have a significant effect on service quality and aspects of attitude factors influence service quality. Of the three aspects of employee competency, which provide a dominant influence partially on the service quality of the Office of Revenue Service, Subang Regency Service Branch, namely aspects of the skill factor have a significant effect on service quality.

Nurmasitha, Hakim, Yudo (2016) conducted a study on the Effect of Competence and Work Environment on service quality, concluding that between employee competencies and the work environment had a joint positive effect on the implementation of service quality in the Sidoarjo Regency Population and Civil Registration Service. However, employee competencies have a more dominant influence on the quality of the service of the Population and Civil Registration Office of Sidoarjo Regency.

H3: Service Quality has a positive influence on satisfaction

Effect of Competence on Satisfaction

The research conducted by Nyangun (2017) on the Effect of Work Discipline on improving the quality of Public Services in the Manpower Office of West Kutai Regency, concluded that employee work discipline had an effect on improving the quality of public services in the West Kutai district Manpower Office.

Johan (2017), conducted a study on the effect of work discipline on the quality of public services in Lung Melah Village, Telen District, East Kutai Regency, concluding that work discipline has a positive influence on the quality of public services.

Ardiansyah (2016), conducted a study on the effect of work discipline on service in the Technical Implementation Unit of the UPTD Service in Bayongbong Market, Garut Regency, concluding that there was an influence between employee discipline on service at the UPTD in Bayongbong Market, Garut Regency.

Alhadi L (2015), conducted a study of the influence of work discipline on the quality of public services in the Medan Tembung Sub-District Office in Medan City, concluding that there was a positive and significant influence between work discipline on improving public services in the Medan Tembung Sub-District Office.

Guided by the results of previous studies stated above, the hypothesis in this study can be stated as follows:

H4: there is a positive and significant influence between competence and satisfaction

Effect of discipline on satisfaction

Efendi (2016) conducted a study on the effect of service quality on customer satisfaction at the Bandung Branch JNE, concluding that service quality consisting of reliability, certainty, reality, empathy, and responsiveness, had a significant influence on customer satisfaction.

Wardani (2017) conducted a study on the effect of service quality on consumer satisfaction in the motorcycle taxi service business, arguing that in the tangible hypothesis test, responsiveness, assurance and empathy did not significantly influence customer satisfaction. And the reliability hypothesis test has a positive and significant influence on customer satisfaction.

Sari and Istiatin (2015), conducted research on the effect of service quality on customer satisfaction at the PT dealers. Ramayana Motor Sukoharjo, stated that there are simultaneous influences between tangible variables, reliability, responsible, assurance, empathy towards customer satisfaction at PT. Ramayana Motor Sukoharjo.

Guided by the results of previous studies stated earlier, the fifth hypothesis can be stated in this study as follows:

H5: Discipline has a positive and significant effect on Satisfaction in the Ortala Sub-Department and Civil Service Office of the West Sumatra Province Ministry of Religion

The Effect of Service Quality as an Intermediate Variable between Competence and Satisfaction

Amelia (2015) conducted a study on the Effect of Service Quality and Employee Performance on Patient Satisfaction, arguing that service quality acts as an intervening variable between compensation and satisfaction.

Pawenang (2016) conducts research on the Effect of Competence and service quality on taxpayer satisfaction, arguing that service quality acts as an intervening variable between competence and satisfaction.

Guided by the results of previous studies stated above, the sixth hypothesis in this study can be stated as follows:

H6: Service Quality acts as an intervening variable between competence and satisfaction in the Regional Office of the Religion of West Sumatra Province.

Effect of Quality as Intervening Variables between Discipline and Satisfaction

Vellayati (2018) conducted a study on the Effect of Service Quality and Employee Work Discipline on community satisfaction in Rowo Ari Village Hall office, Ulu Jami District, Pematang Regency, arguing that service quality acts as an intervening variable between competence and satisfaction.

Hermawati (2017), conducted a study on the Effect of Employee Competence, Service Quality and Work Discipline on Customer Satisfaction in the Office of the Revenue Unit of the South Makasar 01 Region, South Sulawesi Province, arguing that service quality acts as an

intervening variable between competency and customer satisfaction in UPT Regional Revenue Makassar 01 South

H7: Effect of Service Quality acts as an intervening variable between Discipline and Satisfaction in the Regional Office of the Ministry of Religion of West Sumatra Province.

CONCEPTUAL FRAMEWORK

Can the author describe the conceptual skeleton in this study as follows:

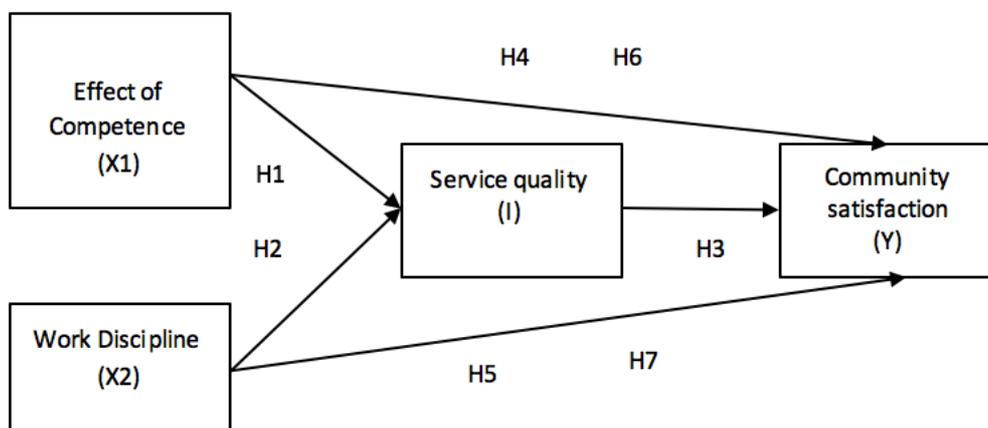


Figure 1 : Conceptual Framework

METHOD

The population of this study is all civil servants in the Regional Office of the Ministry of Religion of West Sumatra Province who take care of their promotions to Ortala Sub-Department and Personnel from 2012 to 2018, amounting to 164 people. To determine the number or size of the sample, this study uses the opinion of Slovin in Sekaran and Bougie (2010) with the following formula:

$$n = \frac{N}{1 + Ne^2}$$

Where :

n: Sample size

N: Population size

e: Tolerable sampling errors (0.05).

Based on the formula above, the number or size of samples in this study can be calculated as follows:

$$n = \frac{164}{1 + 164(0,05)^2}$$

$$n = \frac{164}{1,41}$$

n = 116,312 (rounded up to 116 populations)

The population of this study is Civil Servants in the Regional Office of the Ministry of Religion, West Sumatra Province excluding honorary employees. Where the population is 116 people. Information retrieval from the public or employees in the Regional Office of the Ministry of Religion of West Sumatra Province as a population in this research is carried out by distribution or questionnaire. The questionnaires were distributed as many as 116 questionnaires, but those who returned were only 70 questionnaires from respondents. This

happens because of several factors from the population such as being lost by the population, there is no interest in giving opinions, out-of-town service and so on.

The sampling technique used in this study was proportional cluster random sampling, namely simple random sampling based on cluster (group) and proportional, with the following calculations:

Table 1
Population, Calculation and Number of Research Samples

No	Rank	Total Population	Calculation	Total Samples
1.	Rank IV	5	$(5 / 164) \times 116$	4
2.	Rank III	129	$(129 / 164) \times 116$	91
3	Rank I & II	30	$(30 / 164) \times 116$	21
Total		164	-	116

Source: data processed

The data collection technique in this study was using a questionnaire. In the questionnaire contains questions about the demographics of respondents such as gender, rank and working class. In addition, the questionnaire also contains statements about respondents' perceptions relating to competence, discipline, service quality and satisfaction.

This study uses the Likert scale-5 where the measurements for each research variable can be seen as follows:

Table 2
Measurement Likert Scale Variable Research

No	Answer Category	Positive Score	Negative Score
1	Strongly Agree (SS)	5	1
2	Agree (S)	4	2
3	Doubtful (R)	3	3
4	Disagree (TS)	2	4
5	Strongly Disagree (STS)	1	5

Source: Sugiyono (2002)

The following will describe the definitions and operations of each research variable.

Employee Competence (X1)

Employee Competence is the skill needed by an employee in Ortala and Kepewaiian Sub-Section in serving employees in the Regional Office of the Ministry of Religion of West Sumatra Province. According to Gordon (1988), the aspects contained in the concept of competence include the following:

Knowledge (Knowledge), Understanding (Understanding), Ability (skill), Value (value), Attitude (attitude), Interest (interest)

Discipline (X2)

Discipline is an attitude of respect, respect, obedience and obedience to the rules that apply in providing services to employees who deal with the sub-department of staffing. Discipline covers a variety of fields and perspectives, as according to Guntur (1996: 34 ± 35) there are several disciplinary attitudes that need to be managed in work, namely: Discipline towards

time, Discipline towards the target, Discipline towards quality, Discipline towards work priority, Discipline towards procedures

Service Quality (I)

Service quality is all activities carried out by the Subdivision of Personnel in meeting customer needs. Service quality is measured using five dimensions adapted from Parasuraman, Barry and Zeithalm (1991), namely: Tangible, Empathy, Reliability, Responsiveness, Assurance.

Customer Satisfaction (Y)

Satisfaction of happy or disappointed feelings felt by customers by comparing expectations and reality. Customer satisfaction is measured using (Anthanasopoulos et al, 2001) are: Experience, Speed of service, Location, Availability of products, Overall satisfaction

Path Analysis Techniques

Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

Path Chart

In path analysis before the researcher analyzes a study, the researcher first creates a path diagram that is used to present problems in the form of images and determine structural equations that state the relationship between variables in the path diagram.

The first step in path analysis is to design a path diagram according to the hypothesis developed in the study.

Based on the research title, the path analysis model in this study can be described as follows:

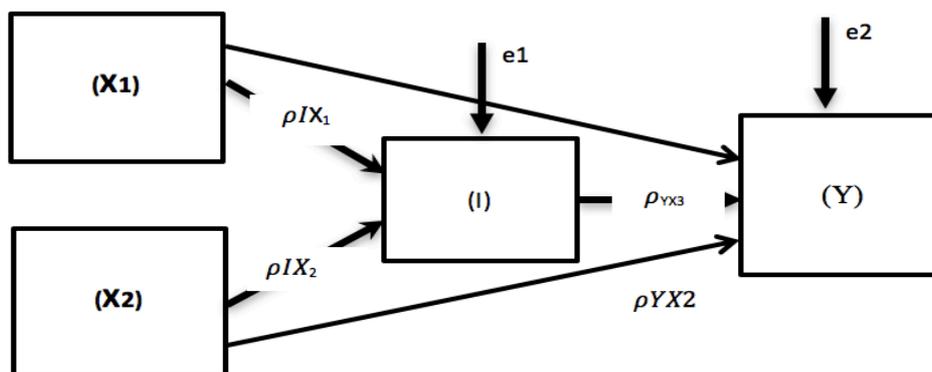


Figure 2: Path Chart

Structural Equations

Based on the path diagram in the figure above, it can be formulated into structural equations, namely:

The first sub structure path equation

$$I = \rho_{IX1}.X_1 + \rho_{IX2}.X_2 + e_1$$

Where:

X1 = Competence

X2 = Discipline

I = Service

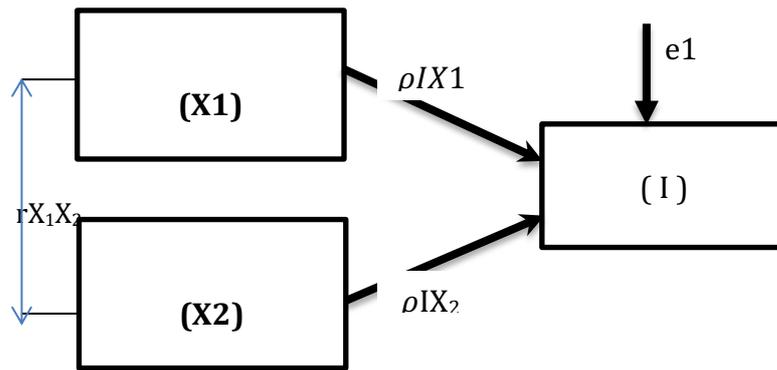


Figure 3: First Sub Structure: Path Diagram X1 and X2 towards I

Second Substructure Path Equation

$$Y = \rho_{YX1}.X1 + \rho_{YX2}.X2 + \rho_{YI}.I + e^2$$

Where:

X1 = Competence

X2 = Discipline

I = Service

Y = Satisfaction

Second Sub Structure: Line Chart X1 and X2 and I towards Y

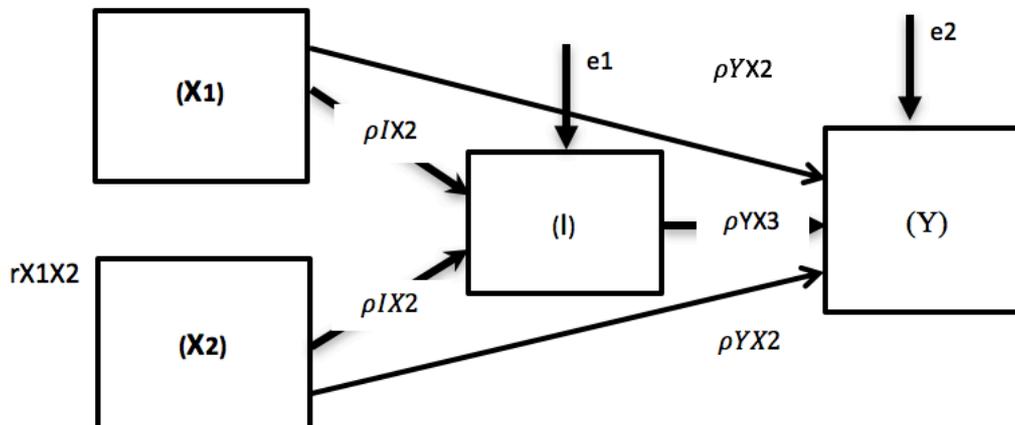


Figure 4 : Second Sub Structure: Line Diagram X1 and X2 and I against Y

RESULTS & DISCUSSION

Path Analysis

Path Model I

Model of Path Coefficient I

Multiple linear regression analysis is used in this study. Based on table 3, it is found that the significance value of the competency variable (X1) = 0.16 < 0.05. This means that competence (X1) has a significant effect on satisfaction (Y). While the Discipline variable (X2) = 0.24 > 0.05 which means Discipline (X2) does not have a significant effect on Satisfaction (Y).

Table 3
Effect of Competence and Discipline on Services
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	11.112	4.098		2.711	.009
Competence	.263	.106	.355	2.482	.016
Discipline	.230	.100	.330	2.304	.024

a. Dependent Variable: Service

Source: Primary data processed, 2018

While the value of R² (R Square) contained in the Model Summary table is 0.269 which gives the meaning that the contribution of variables X₁ and X₂ to Y is 26.9% and the remaining 73.1% is the contribution of other variables not included in the study. And from the value of R² (R Square), obtained e₁ by means of $e_1 = \sqrt{1 - 0.269} = 0.854$.

Table 4
Value of R Square I (Service)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519 ^a	.269	.247	3.04406

a. Predictors: (Constant), Discipline, Competence

b. Dependent Variable: Satisfaction

Based on the results above, the structural equation is obtained:

$$Y = 0,355.X_1 + 0,330.X_2 + 0,854$$

This model is not significant because p value = 0.09, greater than α 0.05

Dari pengolahan data di atas maka dapat diperoleh Diagram Jalur Model I, sebagai berikut:From the processing of the data above, it can be obtained path diagram model I, as follows:

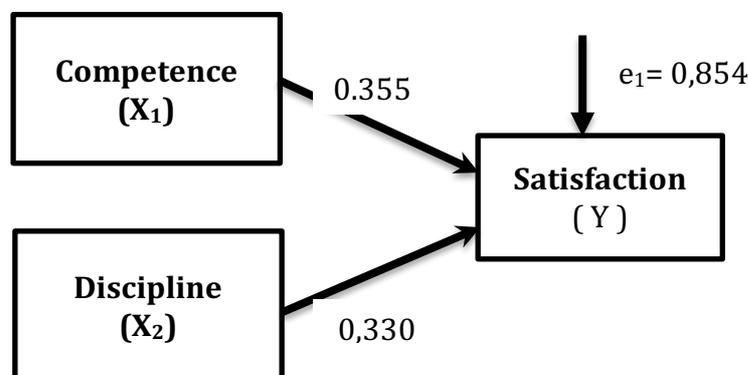


Figure 5 : Model I - Path Analysis

Path Coefficient Model II

Multiple linear regression analysis is still used to obtain the path coefficients model II. The aim is to determine whether there is an influence of independent variables (competence and

discipline) and intervening variables (motivation) on the dependent variable (performance). Can be seen in the table below:

Table 5
Effect of Competence, Discipline, Service on Satisfaction
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.578	3.800		1.468	.147
	Competence	.105	.099	.142	1.056	.295
	Discipline	.217	.088	.312	2.478	.016
	Satisfaction	.491	.108	.439	4.559	.000

a. Dependent Variable: Service

Source: Primary data processed, 2018

Based on the table above, it is found that the significance value of the three variables, namely competence (X_1) = 0.295 > 0.05. This means that competence (X_1) does not have a significant effect on Service (I). While the work discipline variable (X_2) = 0.016 < 0.05 which means work discipline (X_2) has a significant effect on Service (I). And for the Satisfaction variable (Y) = 0,000 < 0,05 which means that it has a significant effect on service (I).

Furthermore, for the value of R^2 (R Square) found in the Model Summary table is 0.553 which gives the meaning that the contribution of variables X_1 , X_2 and Y to I is 55.3% and the remaining 44.7% is the contribution of other variables not included in the study . And from the value of R^2 (R Square), e^2 is obtained by means of $e^2 = \sqrt{1 - 0.553} = 0.668$.

Table 6
R Square I results (Service)
Model Summary^b

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.553	.533	2.682

a. Predictors: (Constant), Satisfaction, Discipline, Competence

Based on the results above, the structural equation is obtained:

$$Y = 0,295.X_1 - 0,016.X_2 + 0,000.I + 0,668$$

This model is not significant because p value = 0.147, greater than α 0.05

From the above data processing, it can be obtained Path Chart Model II, as follows:

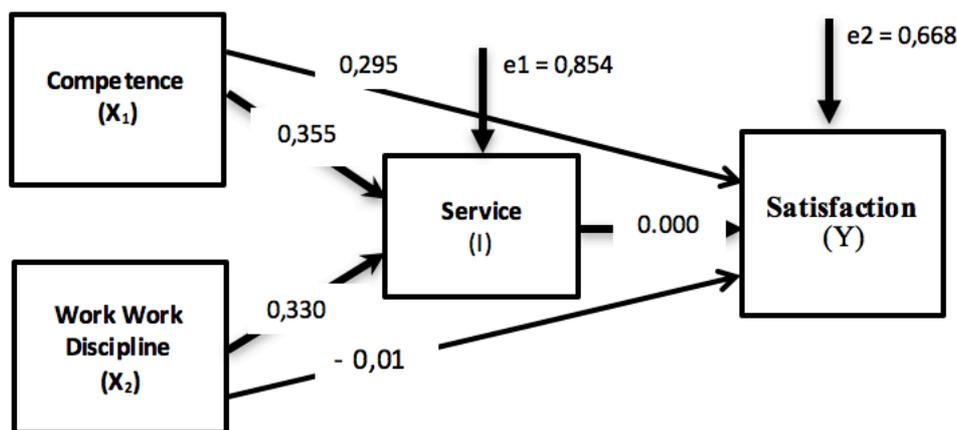


Figure 6 : Model II – Path Analysis

Hypothesis Test Results

From the two path analysis models, the authors obtained the analysis of the hypothesis results for this study, namely:

1. Analysis of the effect of competencies (X₁) on satisfaction (Y)
From the analysis of the variables above that the value of the competency variable (X₁) = 0.16 > 0.05 is obtained. This means that competence (X₁) does not have a significant effect on satisfaction (Y).
2. Analysis of the effect of work discipline (X₂) on satisfaction (Y)
From the analysis of the above variables that the value of the workload variable (X₂) = 0.24 > 0.05 is obtained. This means that workload (X₂) does not have a significant effect on satisfaction (Y).
3. Analysis of the effect of variable satisfaction on service (I)
From the analysis of the variables above, the values obtained for the satisfaction variable (Y) = 0,000 < 0,05. This means that satisfaction (Y) has a significant effect on service (I).
4. Analysis of the effect of competence (X₁) on service (I)
From the analysis of the above variables that the value of the competency variable (X₁) = 0.295 > 0.05 is obtained. This means that competence (X₁) does not have a significant effect on performance (Service).
5. Analysis of the effect of the Discipline variable (X₂) on Service (I). From the analysis of the above variables that the value of the workload variable (X₂) = 0.016 ≤ 0.05 is obtained. This means that Discipline (X₂) has a significant effect on Service (I).
6. Analysis of the effect of competence (X₁) through satisfaction (Y) on Service (I)
From the analysis of the variables above, the direct effect given by the competency variable (X₁) on Service (Y) is 0.142. While the indirect effect given X₁ through Y to I is the multiplication between the value of beta X₁ to Y with the value of beta Y to Z, which is = 0.355 x 0.553 = 0.196. The total effect given by competence (X₁) on performance (Z) is = 0.295 + 0.196 = 0.491. Based on the results of this calculation, it is known that the direct effect value is 0.295 and the indirect effect value is 0.496, which means that the direct effect value is smaller than the indirect effect value. These results indicate that directly competence (X₁) through satisfaction (Y) does not have a significant effect on service (I)
7. Analysis of the influence of Discipline (X₂) through Satisfaction (Y) on Service (I). From the analysis of the variables above, the direct effect given by the Discipline variable (X₂) on Service (I) is 0.312. While the indirect effect given X₂ through Y to I is the multiplication between the value of beta X₂ to Y with the value of beta Y to I, which is =

$0.330 \times 0.439 = 0.145$. The total effect given by Discipline (X_2) on Service (I) is $= -0.01 + 0.145 = 0.135$. Based on the results of this calculation, it is known that the direct effect value is -0.01 and the indirect effect value is 0.135 , which means that the value of indirect effect is greater than the value of direct effect. These results indicate that indirectly Discipline (X_2) through Satisfaction (Y) has a significant influence on Service (I).

Coefficient of Determination

To find out the magnitude of the coefficient of determination indicated by the value of R Square. This can be seen in the table below:

Table 7
R Square I Result (Service)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.553	.533	2.68227

a. Predictors: (Constant), Satisfaction, Discipline, Competence
b. Dependent Variable: Service

From table 4.15 above, it is obtained the value of the determination of keofisien (R Square) of 0.553 (the value of 0.533 is the density of the correlation coefficient or R, which is $0.73 \times 0.73 = 0.533$), where the magnitude of the coefficient of determination (R Square) is 0.553 55.3% . This means that Competence, Discipline and Satisfaction have an effect on Services by 55.3% . While the rest ($100\% - 55.3\% = 44.7\%$) is influenced by other variables outside of this regression model. The magnitude of the influence of other variables is often referred to as error (e).

Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable. This study also uses intervening variables. Intervening variables are intermediate / mediating variables. Its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, path analysis methods are used. Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghozali, 2011).

The following is the path analysis to examine the relationship between the length of Competence and Discipline towards Satisfaction and whether the relationship of Competency and Discipline to Satisfaction is mediated by the Service with the image below:

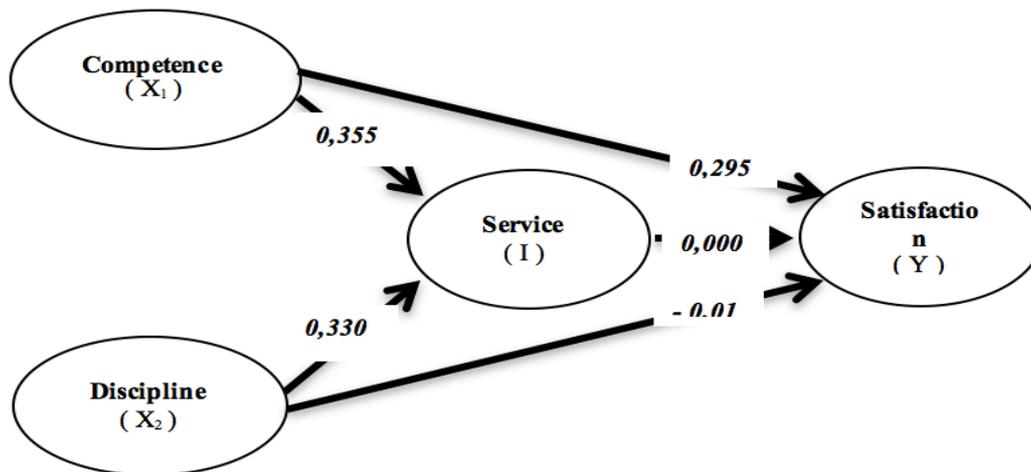


Figure 7 : Path Analysis Model

1. Based on the picture, the path model is proposed based on the theory that competency has a direct relationship with satisfaction.
2. Based on the picture, the path model is proposed based on the theory that the discipline has a direct relationship with satisfaction.

However, Competence and Discipline also have an indirect relationship to Satisfaction, namely from Competence, and from Discipline to New Service then to Satisfaction.

Simultaneous Hypothesis Testing (Test F)

The feasibility test of this model is tested by the F Test method. The results of this F test determine the feasibility of a research model. The following are the results of the F Test from processing research data as follows:

Table 8
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	377.233	3	125.744	17.578	.000 ^a
	Residual	472.138	66	7.154		
	Total	849.371	69			

a. Predictors: (Constant), Service, Discipline, Competence

b. Dependent Variable: Satisfaction

Source: Primary data processed, 2018

It can be seen from the table above that based on the significance of the independent variables there is a significance value of $0.000 < 0.05$. H_0 is rejected and accepts the hypothesis together Independent variables have a significant effect on the dependent variable.

Partial Hypothesis Testing (t test)

The t test is intended to find out how far the influence of one independent variable (competence, discipline, service) individually in explaining the dependent variable (satisfaction). The results of the t test in this study can be seen in table 9 below:

Table 9
t test (partial) – Y (service)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.112	4.098		2.711	.009
	Competence	.263	.106	.355	2.482	.016
	Discipline	.230	.100	.330	2.304	.024

a. Dependent Variable: Service

Source: Primary data processed, 2018

Based on the results of the t test, proof can be made as follows:

1) Effect of Competence on Services

Partial effect between competence and service is 2,482 with sign. $0.16 > \alpha = 0.05$. Sig value greater $\alpha = 0.05$, indicating the non-acceptance of the hypothesis which states that competence does not have a significant positive effect on service. This means that the higher the influence of competency, it will not affect the service of Ortala Sub-Department and Personnel of the Regional Office of the Ministry of Religion, West Sumatra Province.

2) Effect of Discipline on service

Partial effect between discipline on service 2,304 with sign. $0.024 < \alpha = 0.05$. Sign value. smaller $\alpha = 0.05$, indicating the acceptance of a hypothesis which states Discipline has a significant positive effect on service, meaning that the higher the influence of discipline, the higher the services of Ortala Sub-Department and Regional Office of the Ministry of Religion in West Sumatra Province.

Table 10
t test (partial) – Y (service)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.853	3.783		1.547	.127
	Competence	.194	.097	.293	1.997	.050
	Discipline	-.087	.091	-.139	-.954	.344
	Service	.488	.107	.546	4.559	.000

a. Dependent Variable: Satisfaction

Source: Primary data processed, 2018

Based on the results of the t test, proof can be made as follows:

3) Effect of Competence on Satisfaction

Partial effect between competency and performance is 1,997 with sig. $0.05 < \alpha = 0.05$. Sig value which is equal to $\alpha = 0.05$, indicating that the absence of a hypothesis which states that competence does not have a significant positive effect on satisfaction. This means that the higher the influence of competency, it will not affect the satisfaction of the services of Ortala Sub-Department and Personnel of the Regional Office of the Ministry of Religion, West Sumatra Province

4) Effect of Discipline on Satisfaction

Partial effect between price to loyalty is -0.954 with sig. $0.344 > \alpha = 0.05$. Sig value greater $\alpha = 0.05$, indicating that the absence of a hypothesis which states that discipline does not have a significant positive effect on satisfaction. This means that the higher the influence of discipline will influence the satisfaction of the services of Ortala Sub-Department and Civil Service Office of the Ministry of Religion of West Sumatra Province.

5) Effect of Service on Satisfaction

Partial effect between service and satisfaction is $4,559$ with sig. $0,000 < \alpha = 0.05$. Sig value smaller $\alpha = 0.05$, indicating the acceptance of the hypothesis which states service has a significant positive effect on satisfaction. This means that the higher the influence of service, the higher the satisfaction of the community to the Ortala Sub-Department and the Regional Office of the Ministry of Religion, West Sumatra

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. The results of the study prove that competence has a significant effect on the services of Ortala Sub-Department and Staffing of the Ministry of Religion Regional Office of West Sumatra Province. This condition shows that if competencies are improved such as implementing higher education, always participating in training and what is needed then it will encourage the improvement of services for the community.
2. Discipline has a significant effect on the Ortala Sub-Services and Personnel Office of the Ministry of Religion, West Sumatra Province. Based on the results of the study concluded that the overall disciplinary variable indicators in this study have good value, but there are some question items that have a fairly good value, the problem is that there is no sanction applied by the leadership if the employee is not disciplined in time.
3. Services have a significant effect on Satisfaction in the Ortala Sub-Department and the Regional Office of the Ministry of Religion in West Sumatra. From the results of the questionnaire shows the overall average value (average variable) of 4.4 which is in the good category. This indicates that most respondents perceive well on service variables.
4. Competence has a significant effect on community satisfaction in the Ortala Sub-Department and Regional Office of the Ministry of Religion in West Sumatra. So training needs to be held continuously to improve employee competency so that the achievement of satisfaction for the people served.
5. Discipline does not have a significant effect on the satisfaction of the Ortala Sub-Department and Staffing of the Ministry of Religion Regional Office of West Sumatra Province.
6. Indirectly competencies through Service have a significant influence on the Satisfaction of Ortala Sub-Department and Staffing of the Regional Office of the Ministry of Religion, West Sumatra Province.
7. Indirectly Discipline through Services has a significant influence on the Satisfaction of the Ortala Sub-Department and Staffing of the Regional Office of the Ministry of Religion, West Sumatra Province.

Suggestion

Based on the findings and conclusions of the study. For this reason the author suggests the following:

1. Based on the results of the preliminary study previously conducted by the researcher, the lack of discipline of a Civil Servants (PNS) is caused by a work system that is still

patterned on the old work system. Head of the Regional Office of the Ministry of Religion of West Sumatra Province as a person who has a considerable role in the institution should be able to renew the old work system, so that employees will be able to further improve their discipline and will also have an impact on higher quality performance.

2. Based on the calculation results on the obedience indicator discipline variable where the serving employees sometimes go home faster due to certain reasons having the lowest number compared to other figures, namely 3.81. Therefore the leader must be able to provide solutions to employees so they do not go home sooner due to certain reasons.
3. Based on the results of calculations on the disciplinary variable indicators on time where employees serving late arrivals also have the lowest number compared to the others, namely 3.97. Therefore the leadership must be able to provide motivation or encouragement so that employees can increase their discipline to arrive on time and not late.
4. For other researchers, it can be used as material for further study activities in conducting subsequent research to expand and develop research variables that researchers have not done.

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