



# The Influence of Discipline and Employee Performance on the Quality of Public Services at the Department Environment and Waste Management of Ambon City

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## ABSTRACT

**Purpose of the study:** This study aims to analyze the influence of work discipline and employee performance on the quality of public services at the Department of Environmental Affairs and Waste Management of Ambon City. Public service quality reflects the government's capacity to fulfill community needs and expectations, particularly in waste management services that directly affect environmental cleanliness, public health, and community satisfaction.

**Methodology:** This research employed a quantitative survey approach involving employees directly engaged in waste management services. Data were collected through structured questionnaires using a five-point Likert scale to measure work discipline, employee performance, and public service quality. Instrument validity and reliability were tested prior to analysis. The data were analyzed using descriptive statistics and multiple linear regression, supported by classical assumption tests to ensure the reliability of the regression model.

**Main Findings:** The results show that work discipline has a positive and significant effect on public service quality. Employee performance also has a positive and significant effect. Simultaneously, both variables significantly influence service quality with a strong coefficient of determination. Disciplined behavior and optimal performance substantially improve reliability, responsiveness, assurance, empathy, and tangible aspects of public services.

**Novelty/Originality of this study:** This study provides an integrated quantitative analysis of discipline and performance as simultaneous determinants of service quality in the municipal waste management sector, offering empirical evidence to strengthen citizen-oriented local governance.

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## 1. INTRODUCTION

Public service quality is widely regarded as a key indicator of bureaucratic performance in fulfilling societal needs [1]. The quality of public service reflects the capacity of local governments to effectively carry out administrative and technical functions, including in the environmental sector, which is closely related to urban cleanliness, environmental sustainability, and public health. Waste management services constitute a fundamental public responsibility because they directly influence environmental cleanliness, community health conditions, and the overall quality of urban life. In Indonesia, although the Public Satisfaction Index in 2023 reached a score of 3.78 out of 5 and was categorized as "good" [2], this achievement still indicates a gap between public expectations

and the actual services delivered by local governments. This condition underscores the necessity of continuous evaluation to ensure that public services meet established standards and respond to increasing societal demands.

The quality of public services is not solely determined by the availability of physical resources and technology, but is also significantly influenced by internal organizational factors, particularly employee discipline and performance [3]. In practice, discussions regarding service quality often emphasize internal organizational effectiveness, especially employee efficiency and procedural compliance. Although organizational effectiveness is important, public service quality has broader social implications. Inadequate services may reduce public satisfaction, weaken trust in government institutions, and diminish administrative legitimacy. Conversely, high-quality services enhance public confidence, strengthen governmental legitimacy, promote social justice, and contribute to public welfare [4]. Therefore, improving service quality is not merely an internal managerial objective but also a strategic effort to ensure citizens' rights to equitable, accountable, and responsive services [5].

Discipline is a dominant factor in shaping employees' work ethic, which directly affects service quality. Within the context of civil servants, the implementation of discipline has a clear legal foundation [6]. This regulation obliges civil servants to comply with working hours, perform their duties responsibly, uphold integrity, and provide the best possible service to the public. These provisions serve as normative guidelines for local government institutions, including the Environmental and Sanitation Agency of Ambon City, in establishing a professional and accountable work culture [7]. Low levels of discipline lead to decreased work efficiency, procedural violations, and increased public complaints [8]. Conversely, strong discipline fosters order, punctuality, responsibility, and ethical compliance, thereby supporting service reliability and institutional credibility.

Employee performance is another crucial determinant of public service quality. Performance encompasses the quality and quantity of work, timeliness, effectiveness, and independence in completing assigned responsibilities [9]. High-performing employees are more responsive to public complaints, capable of solving operational problems efficiently, and able to deliver services in accordance with established standards [10]. In waste management services, performance directly affects operational effectiveness, complaint handling, environmental outcomes, and public perceptions of government performance [11].

The Environmental and Sanitation Agency of Ambon City, as a regional technical agency, holds strategic responsibility for maintaining urban cleanliness and environmental management [12]. Its functions include technical policy formulation, program implementation, evaluation and reporting, as well as administrative management in accordance with its authority [13]. The urgency of improving service quality becomes more evident when considering the empirical condition of waste management in Ambon City. In 2024, Ambon City generated approximately 246.74 tons of waste per day, of which 168.2 tons, or around 30 percent, consisted of plastic waste [14]. The high volume of waste not only affects environmental sustainability and public health but also influences community satisfaction, governmental legitimacy, and public trust in local institutions [15].

Previous empirical studies have examined employee discipline and performance as significant determinants of public service quality [16]. However, research integrating both variables simultaneously within the context of municipal sanitation services, particularly in island regions such as Ambon City, remains limited [17]. This gap highlights the need for a comprehensive analysis that captures the combined contribution of discipline and employee performance to service quality [18]. The novelty of this study lies in its integrated analytical framework that positions discipline and employee performance as simultaneous determinants of public service quality in the environmental and waste management sector [19]. This research provides local empirical evidence emphasizing that strengthening discipline and optimizing performance are not only administrative requirements but also strategic interventions to enhance environmental sustainability, social justice, public satisfaction, and sustainable community welfare [20].

Based on the foregoing discussion, this study focuses on analyzing the influence of employee discipline and performance on public service quality at the Environmental and Sanitation Agency of Ambon City [21]. The research employs a quantitative approach to objectively and systematically test the causal relationships among variables. Through this approach, the study is expected to contribute theoretically to public administration literature and practically to improving the quality, accountability, and legitimacy of local government service delivery [5].

## 2. RESEARCH METHOD

### 2.1. Type of Research and Research Design

This study employs a quantitative research design with a causal associative approach aimed at analyzing the influence of independent variables on the dependent variable, both partially and simultaneously [22]. The variables examined include discipline ( $X_1$ ) and employee performance ( $X_2$ ) on public service quality ( $Y$ ) at the Department of Environment and Sanitation of Ambon City. The explanatory design enables the study not only to describe phenomena but also to explain how and why variations in the independent variables affect the dependent variable. The research was conducted at the Department of Environment and Sanitation of Ambon City, located at

Jl. Rijali, Karang Panjang Village, Sirimau District, Ambon City, Maluku, over a one-month period following the proposal seminar, covering the stages of planning, data collection, analysis, and preparation of the research report.

## 2.2. Population and Sample

Population refers to a set of subjects or objects that become the focus of a study because they possess certain characteristics and qualities determined by the researcher [23]. In this study, the population consists of all employees of the Department of Environment and Sanitation of Ambon City who are directly involved in the waste management service process. This includes both permanent and honorary employees who play roles in operational, administrative, and supervisory activities related to sanitation services. Based on the 2025 personnel data of the Department of Environment and Sanitation of Ambon City, the total population amounts to 239 employees.

A sample is part of the overall population that has specific characteristics relevant to the research object [23]. The use of a sample aims to facilitate the data collection process, particularly when the population size is relatively large or difficult to reach in its entirety. The sampling technique applied in this study is purposive sampling, which involves selecting respondents based on specific criteria and considerations aligned with the research objectives. This technique is used because not all members of the population are directly involved in waste management service activities; therefore, respondents are limited to employees who are considered to have sufficient knowledge and involvement to provide relevant data.

Based on the application of purposive sampling, the sample size in this study was determined to be 72 respondents. The respondents were selected according to specific criteria to ensure their relevance to the research objectives. These criteria included employees of the Department of Environment and Sanitation of Ambon City who are directly involved in waste management service activities, those with a minimum of one year of work experience, employees who were actively working at the time the research was conducted, and those who were willing to participate as research respondents.

## 2.3. Data Collection Instruments and Techniques

Data were collected using a structured questionnaire with closed-ended questions as the primary research instrument, defined as a data collection technique carried out by providing a set of written questions or statements to respondents to be answered [22]. The questionnaire was developed based on established indicators of bureaucratic behavior, service facilities and infrastructure, and community satisfaction derived from public administration and service quality literature.

Respondents' answers were measured using a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5), allowing for a quantitative assessment of perceptions regarding discipline, performance, and service quality. The operationalization of research variables and their measurement indicators are presented in Table 1.

Table 1. Research Instrument

Variable	Indicators	Measurement Scale
Discipline (X1)	Compliance with obligations; Adherence to rules and procedures; Integrity and exemplary conduct; Professionalism in task implementation; Attendance and administrative compliance	Likert Scale (1–5)
Employee Performance (X2)	Quality of work; Quantity of work; Timeliness; Effectiveness; Independence	Likert Scale (1–5)
Public Service Quality (Y)	Tangibles; Reliability; Responsiveness; Assurance; Empathy	Likert Scale (1–5)

Scale Description:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Three data collection techniques were applied in this study:

- a. Questionnaire distribution, conducted both directly (offline) and through online forms to ensure accessibility and respondent convenience.
- b. Questionnaire retrieval, aimed at ensuring the completeness and eligibility of responses.
- c. Data tabulation, which involved coding and systematically organizing responses for further statistical analysis.

In addition to the questionnaire, supporting qualitative data were obtained through brief interviews and documentation, such as collecting data by reviewing records, archives, or documents relevant to the research object [19].

#### 2.4. Validity and Reliability Testing

To ensure the quality of the research instrument, validity and reliability tests were conducted prior to hypothesis testing. Item validity was examined using the Pearson Product Moment correlation by comparing the calculated correlation coefficient (r-count) with the critical value (r-table) at a significance level of 0.05. An item was considered valid if the r-count value was greater than the r-table value. Furthermore, reliability testing was carried out using Cronbach's Alpha coefficient, with the criterion that an alpha value greater than 0.60 indicates that the instrument has good internal consistency [24]. Through these tests, it can be ensured that the research instrument accurately and consistently measures the intended constructs.

#### 2.5. Data Analysis Techniques

Data analysis was conducted using multiple linear regression analysis to examine the effect of work discipline and employee performance on public service quality. Prior to regression testing, classical assumption tests were performed, including tests of normality, multicollinearity, and heteroscedasticity, to ensure that the model met the criteria of the Best Linear Unbiased Estimator (BLUE) [24]. Hypothesis testing in this study was carried out using several statistical techniques. T-tests were employed to assess the partial effect of each independent variable, while F-tests were used to evaluate the simultaneous effect of all independent variables. Additionally, the coefficient of determination ( $R^2$ ) was calculated to measure the model's ability to explain variations in the dependent variable. Together, these techniques provide robust statistical evidence regarding the strength, direction, and significance of the relationships among variables influencing public service quality at the Department of Environment and Sanitation of Ambon City.

#### 2.6. Research Procedure

The research procedure was conducted systematically to ensure methodological rigor and analytical validity. It began with the identification of service quality issues at the Department of Environment and Sanitation of Ambon City, accompanied by a review of relevant theories on work discipline, employee performance, and public service quality. This was followed by the development of a conceptual framework linking discipline and performance to service quality, along with the formulation of research hypotheses. A structured questionnaire was then prepared based on validated theoretical indicators, which underwent pilot testing to ensure construct validity and internal consistency. Data collection was carried out through the distribution and retrieval of questionnaires to selected respondents using purposive sampling. The collected data were subsequently coded, tabulated, and analyzed using multiple linear regression, supported by classical assumption tests. Finally, the statistical results were interpreted within the context of social and bureaucratic governance, and the findings were compiled into a comprehensive research report.

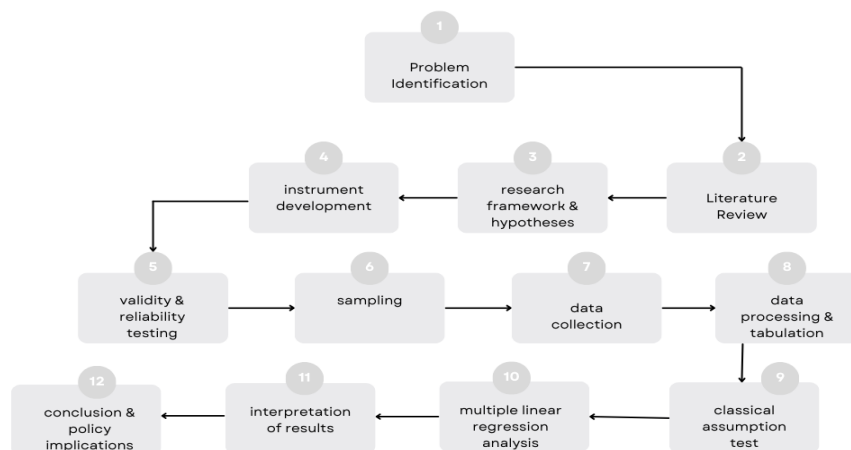


Figure 1. Flowchart of the Research Procedure

### 3. RESULTS AND DISCUSSION

This study employed multiple linear regression analysis to examine the extent to which Discipline and Employee Performance influence the Quality of Public Services at the Department of Environmental and Sanitation Affairs of Ambon City. The use of multiple regression was based on the presence of two independent

variables assumed to simultaneously contribute to variations in public service quality. Through this analysis, the researcher was able to identify the causal relationship between the independent variables and the dependent variable. Accordingly, three research hypotheses were formulated as follows:

H1: Discipline has a significant effect on the Quality of Public Services at Department of Environment and Sanitation of Ambon City.

H2: Employee Performance has a significant effect on the Quality of Public Services at Department of Environment and Sanitation of Ambon City.

H3: Discipline and Employee Performance simultaneously have a significant effect on the Quality of Public Services at Department of Environment and Sanitation of Ambon City.

The data analysis technique applied a statistical approach using IBM SPSS software. The analysis included both descriptive and inferential statistics. Hypothesis testing was conducted through multiple linear regression analysis with the following regression model:  $Y = \alpha + b_1X_1 + b_2X_2 + e$ , where Y represents the Quality of Public Services,  $X_1$  represents Discipline, and  $X_2$  Employee Performance. The results of the regression analysis are shown below in Table 2.

Table 2. Results of Multiple Linear Regression Analysis

Variable	Coefficient (B)	Std. Error	t-value	Sig.
Constant	12.383	4.467	2.772	0.007
Discipline	0.272	0.115	2,357	0.021
Employee Performance	0.548	0.126	4.340	0.000

Source: SPSS Output Version 26.0

Based on the table above, the resulting regression equation is  $\hat{Y} = 12.383 + 0.272X_1 + 0.548X_2 + e$ . The constant value of 12.383, with a significance level of 0.007, indicates that the constant is statistically significant because it differs significantly from zero. The regression coefficient for Discipline is 0.272 with a significance value of 0.021, indicating a positive and statistically significant effect on the Quality of Public Services. This means that a one-unit increase in discipline contributes to an increase of 0.272 units in public service quality, assuming that the employee performance variable remains constant. Employee Performance also has a positive and significant effect, with a coefficient of 0.548 and a significance value of 0.000. This implies that a one-unit increase in employee performance will lead to an increase of 0.548 units in the quality of public services, assuming that the discipline variable remains unchanged. These findings demonstrate that both independent variables play an important role in shaping the quality of public services. However, employee performance has a more dominant influence than discipline, indicating that employee performance holds a greater role in driving improvements in public service quality at the Department of Environmental and Sanitation Affairs of Ambon City.

The partial test (t-test) further supports these results by showing the individual impact of each independent variable on the dependent variable. The outcomes of the t-test are presented in Table 3.

Table 3. t-Test Results

Relationship	t-value	Sig.	Conclusion
Discipline → the Quality of Public Services	2.357	0.021	Positive and Significant
Employee Performance → the Quality of Public Services	4,340	0.000	Positive and Significant

Source: SPSS Output Version 26.0

Based on the results of the t-test presented in the coefficients table, the discipline variable shows a t-value of 2.357 with a significance value (Sig.) of 0.000. Since the significance value is less than 0.05, it can be concluded that discipline has a statistically significant effect on the quality of public services. This finding indicates that work discipline such as adherence to duties, compliance with rules and procedures, integrity and exemplary conduct, professionalism in carrying out tasks, attendance, and administrative compliance plays an important role in supporting the improvement of public service quality at the Department of Environmental and Sanitation Affairs of Ambon City. Furthermore, the employee performance variable has a t-value of 4.340 with a significance value (Sig.) of 0.000, which is also below the 0.05 threshold. Therefore, it can be stated that employee performance has a significant effect on the quality of public services. This result shows that aspects of employee performance, including quality, quantity, timeliness, effectiveness, and independence, contribute substantially to enhancing service quality. Overall, both independent variables are proven to have a significant effect on the quality of public services. However, employee performance exerts a more dominant influence and therefore requires greater attention in efforts to improve public service quality.

The simultaneous test (F-test) was used to evaluate the joint influence of Bureaucratic Behavior and Facilities–Infrastructure on Community Satisfaction. The results of the F-test are provided in Table 4.

Table 4. F-Test Results

Relationship	F-value	Sig.	Conclusion
Discipline and Employee Performance→ the Quality of Public Services	64.942	0.000	Positive and Significant

Source: SPSS Output Version 26.0

Based on the results of the F-test presented in Table 4, the calculated F-value is 64.942 with a significance level (Sig.) of 0.000. Since the significance value is lower than the threshold of 0.05, it can be concluded that the variables of discipline and employee performance simultaneously have a significant effect on the quality of public services at the Department of Environmental and Sanitation Affairs of Ambon City. This indicates that both independent variables jointly are able to explain changes in the public service quality variable, meaning that the regression model used in this study is appropriate and relevant for further analysis. In addition, the Sum of Squares Regression value of 2766.298 indicates that the proportion of variation in public service quality explained by discipline and employee performance is relatively substantial. Meanwhile, the Sum of Squares Residual value of 1469.577 shows that there remains a portion of variation in public service quality influenced by other factors outside the research model. Therefore, these findings confirm that discipline and employee performance play an important role in improving the quality of public services, although other supporting factors also contribute to shaping service quality.

The coefficient of determination ( $R^2$ ) was then used to measure how well the independent variables explain variations in Community Satisfaction. Table 5 presents the results of this test.

Table 5. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.808	0.653	0.643	4.61500

Source: SPSS Output Version 26.0

Based on the results of the coefficient of determination test presented in Table 5, the R Square ( $R^2$ ) value is 0.653, indicating that 65.3% of the variation in the quality of public services can be explained by the variables of discipline and employee performance. Meanwhile, the remaining 34.7% is influenced by other factors outside the variables included in this research model. The Adjusted R Square value of 0.643 indicates that after adjusting for the number of independent variables used, the model's ability to explain changes in public service quality remains strong and stable. In addition, the R value of 0.808 demonstrates a strong relationship between discipline and employee performance and the quality of public services. This suggests that improvements in both discipline and employee performance are closely associated with enhancements in public service quality at the Department of Environmental and Sanitation Affairs of Ambon City. The Standard Error of the Estimate value of 4.61500 indicates that the model's prediction error is still within an acceptable range. Therefore, the regression model used in this study can be considered to have a good capability in explaining the influence of discipline and employee performance on the quality of public services.

This study aims to analyze the influence of discipline and employee performance on the quality of public services at the Department of Environmental and Sanitation Affairs of Ambon City. In order to achieve this objective, the study tested three hypotheses formulated to determine whether there are significant relationships, either partially or simultaneously, between the variables of discipline and employee performance and the quality of public services.

Based on the results of the partial test (t-test), the discipline variable has a significant effect on the quality of public services at the Department of Environmental and Sanitation Affairs of Ambon City. This is indicated by a t-value of 2.357 with a significance level of 0.021, which is lower than the 0.05 threshold. Therefore, the first hypothesis stating that work discipline affects the quality of public services is accepted [25]. Empirically, this finding indicates that employees' compliance with work regulations, punctuality, and adherence to operational procedures contribute significantly to the quality of services perceived by the community [26]. Good work discipline promotes orderly task implementation, reduces work errors, and enhances service consistency, particularly in the sanitation sector, which requires high levels of timeliness and coordination. Discipline is a fundamental basis for shaping orderly and responsible employee behavior [27]. When discipline is applied consistently and fairly, employees tend to demonstrate professional work attitudes, which positively affect the quality of public services [28]. In the context of the Department of Environmental and Sanitation Affairs of Ambon City, discipline plays an essential role in ensuring the smooth operation of waste management and urban sanitation

services. The strength of this study lies in its ability to statistically demonstrate that work discipline is not merely an administrative aspect but also a strategic factor in improving public service quality [29].

Beyond its statistical significance, discipline functions as a structural mechanism that shapes collective work ethics within bureaucratic institutions. Consistent adherence to rules strengthens normative compliance, reinforces shared responsibility, and builds an organizational culture oriented toward accountability [30]. In the context of the Department of Environmental and Sanitation Affairs of Ambon City, discipline does not merely regulate attendance and procedural compliance; it contributes to forming a collective professional identity that prioritizes public interest [31]. From a sociological perspective, discipline operates as an internalized value system that guides employee behavior beyond formal supervision. When discipline becomes embedded in organizational culture, it enhances reliability and reduces maladministration, thereby increasing public trust in government institutions [32]. Discipline within public organizations also reflects power relations embedded in bureaucratic structures. Regulations function as instruments of administrative control that ensure conformity to institutional norms [33]. However, when implemented transparently and fairly, discipline serves not as coercive control but as a stabilizing mechanism that aligns individual behavior with collective service objectives [34]. In local government institutions, hierarchical authority shapes compliance patterns. Effective supervision combined with participatory leadership transforms discipline from a punitive mechanism into a constructive governance tool that promotes professionalism [35]. However, this study does not deeply examine internal factors influencing employee discipline, such as leadership style or reward systems. Therefore, future research is recommended to expand the variables to obtain a more comprehensive understanding [36].

The t-test results show that employee performance has a significant effect on the quality of public services, with a t-value of 4.340 and a significance level of 0.000. This value is far below the 0.05 threshold, indicating that employee performance is a highly determining factor in improving public service quality at the Department of Environmental and Sanitation Affairs of Ambon City. Therefore, the second hypothesis is accepted. This finding suggests that the more optimal employee performance reflected in quality, quantity, timeliness, effectiveness, and independence the better the resulting quality of public services [37]. In sanitation services, employee performance directly affects the speed of waste collection, adherence to service schedules, and responsiveness to community complaints. Performance is the result of individual work influenced by ability, motivation, and role perception [38]. Employees with high performance tend to complete tasks efficiently and deliver services in accordance with organizational standards [39]. The interaction between discipline and performance is influenced by workplace dynamics such as leadership style, peer norms, and institutional incentives. High-performing employees often become informal role models who influence collective behavior [40]. This dynamic creates positive peer pressure that strengthens organizational cohesion [41]. Conversely, weak enforcement of discipline may produce social fragmentation and reduce service effectiveness. Therefore, discipline must be integrated with performance management systems to sustain long-term service quality [42]. The strength of this study lies in demonstrating that employee performance has a stronger partial influence compared to work discipline. However, a limitation of this study is the absence of a qualitative approach to explore obstacles to employee performance in the field. Future research is expected to combine quantitative and qualitative methods to achieve deeper insights [43].

The simultaneous test (F-test) results indicate that work discipline and employee performance jointly have a significant effect on the quality of public services at the Department of Environmental and Sanitation Affairs of Ambon City. This is evidenced by an F-value of 232.562 with a significance level of 0.000, which is lower than 0.05. Therefore, the third hypothesis stating a simultaneous influence of work discipline and employee performance on public service quality is accepted. Furthermore, the coefficient of determination test shows an R Square value of 0.838. This means that 83.8% of the variation in public service quality can be explained by work discipline and employee performance, while the remaining 16.2% is influenced by other factors outside the research model. This value indicates that the regression model used has a very strong explanatory power [44]. These findings are consistent with performance management theory, which states that public service quality results from the synergy between disciplined work behavior and optimal employee performance [45]. Discipline functions as a control mechanism for work behavior, while performance serves as the primary indicator of successful service delivery. The combination of both forms a structured work system oriented toward community satisfaction [46]. Recent international studies have emphasized the importance of performance-based governance and bureaucratic professionalism in enhancing public service outcomes. Empirical findings indicate that organizational discipline positively correlates with institutional trust and service reliability. Likewise, performance management systems have been shown to significantly improve responsiveness and accountability in local government institutions [47]. These findings reinforce the present study's conclusion that discipline and employee performance operate as complementary determinants of service quality [48].

The findings of this study have significant implications for bureaucratic reform. Strengthening discipline and performance management systems can enhance institutional accountability by ensuring that employees consistently adhere to established regulations and performance standards. Such improvements also contribute to greater transparency in service delivery, as clear procedures and measurable performance indicators reduce ambiguity and promote openness. In addition, effective discipline and performance systems can increase citizen

satisfaction by improving the reliability, responsiveness, and overall quality of public services. Over time, these improvements help strengthen public trust in government institutions, as communities perceive services to be more professional and dependable. Ultimately, reinforcing these managerial systems supports sustainable urban governance by fostering organizational effectiveness, long-term service consistency, and responsible public administration.

Improving discipline should not rely solely on sanctions but must be accompanied by capacity building, leadership development, and performance-based evaluation systems. The strength of this study lies in its ability to present strong empirical evidence regarding the role of discipline and employee performance in improving public service quality, particularly in the sanitation sector [49]. However, this study is limited to a quantitative approach and does not consider external factors such as facilities and policy support. Therefore, future research is recommended to develop a broader model to obtain more comprehensive results [50].

This study contributes empirically by providing quantitative evidence on the integrated influence of discipline and performance in the municipal waste management sector. The findings support governance reforms emphasizing internal capacity strengthening as a pathway toward improved public trust and environmental sustainability. However, several limitations must be acknowledged. First, the research was conducted within a single local government institution, limiting generalizability. Second, the study relies on self-reported questionnaire data, which may contain perception bias. Third, external variables such as leadership style, organizational climate, and resource availability were not included in the regression model. Future research should incorporate comparative studies across regions and apply mixed-method approaches to obtain deeper socio-institutional insights [51].

#### 4. CONCLUSION

The findings demonstrate that discipline and employee performance significantly influence public service quality at the Environmental and Sanitation Agency of Ambon City, both individually and simultaneously. Discipline strengthens procedural consistency, accountability, and collective work ethics, while employee performance enhances responsiveness, efficiency, and operational effectiveness in waste management services. Together, these variables form an institutional foundation that determines service reliability, public satisfaction, and organizational legitimacy. Strengthening discipline and performance is therefore not merely an administrative necessity but a strategic governance intervention aimed at improving environmental sustainability, reinforcing bureaucratic professionalism, and fostering public trust in local government institutions. For future research, it is recommended that scholars expand the analytical model by incorporating additional variables such as organizational culture, leadership style, motivation, or technological innovation in public service delivery to obtain a more comprehensive understanding of the determinants of service quality. Comparative studies across different regions or types of local government agencies may also provide broader generalization and deeper insight into contextual factors influencing bureaucratic performance. Moreover, the use of mixed methods or longitudinal approaches is encouraged to capture dynamic changes in institutional performance and sustainability over time.

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