



Enhancing Civil Servant Discipline through Modern Management Approaches

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Abstract

The regulations of discipline regarding civil servant existence mandates that these employees exhibit high levels of discipline to deliver exceptional service, thereby fulfilling the government's objective of forming Civil Servants who serve society effectively. This study aims to examine the implementation of civil servant discipline, identify the inhibiting factors, and explore efforts to overcome obstacles in enforcing discipline among civil servants at the Samarinda City Personnel and Human Resources Development Agency Office. The research employs a qualitative approach with descriptive methods, using both primary and secondary data sources. Data collection techniques include observation, interviews, and documentation. The theoretical framework is based on Hasibuan's theory of employee discipline indicators. The findings reveal that civil servant discipline at BKPSDM Samarinda City, based on the Discipline Indicator Theory, is generally good. However, several issues hinder the implementation of discipline, such as the long distance to the office, which affects mobility and time efficiency, and personality factors of undisciplined employees, who often misuse time after checking in and developing habits that are hard to change. Additionally, there is a lack of understanding among some employees regarding disciplinary regulations. Efforts to address these challenges include persuasive and firm reminders according to civil servant discipline rules, strict sanctions for rule violations, and dissemination of the latest disciplinary regulations to ensure understanding. The author suggests that BKPSDM Samarinda City should provide rewards for outstanding employees, address obstacles to discipline implementation more comprehensively, and be more explicit in sanctioning rule violations.

Keywords: Civil Servant Discipline, Employee Discipline Indicators, Inhibiting Factors.

Introduction

In carrying out government affairs, the State Civil Apparatus (ASN) plays a key role. As the main element that resolves government affairs as well as serving the community, ASN plays an important role in achieving good governance and sustainable development (good governance). ASNs who are able to carry out this role are individuals who have high discipline, good performance, loyalty and obedience to the state, professional attitudes, good morals and mentality, and awareness of their responsibilities as public servants. (Lapping et al., 2020). They must also be able to be role models, especially in terms of strengthening national unity and integrity.

Law Number 20 of 2023 explains that ASN Management is the management of state civil servants who are professional, ethical and have high integrity, and are free from political intervention, corruption, collusion and nepotism. ASN is expected to have high integrity, honesty and discipline to complete every state task and obligation in serving the community (Yuaningsih, 2020). Therefore, coaching and improving civil servant discipline needs to be carried out based on Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. This regulation is the main basis for civil servants in carrying out their duties, including prohibitions and punishments for those who violate the rules.

Discipline is one of the most important operative functions of human resource management because employee performance is greatly influenced by their level of discipline. In (Hasibuan,

2011) states that discipline is an important part of human resource management because good work performance often comes from high discipline. In an organization, discipline is the key to achieving goals because it requires support from employees who have a highly disciplined spirit. Indicators that influence the level of employee discipline include goals and abilities, leadership example, fairness, inherent supervision, punitive sanctions, and remuneration (salary and welfare).

To realize clean and authoritative government in public services, discipline is very important. Discipline fosters awareness of responsibility as a public servant and makes it easier to implement rules. Government Regulation Number 94 of 2021 provides a clear and legally based framework for civil servants in carrying out their duties (Wahyudin et al., 2020). Civil servants are expected to comply with these regulations to maintain discipline, efficiency and effectiveness in carrying out government duties (Sari et al., 2022). Violations of these regulations can have a negative impact on civil servants' careers and result in sanctions (Mawarni et al., 2020), but compliance can create a more organized and efficient work environment.

Previous research shows that discipline greatly influences employee performance. Study by (Riyadi, 2019) shows that there is a positive correlation between work discipline and employee performance in the regional government environment. The results of this research show that employees with a high level of discipline tend to have better performance and are able to achieve the targets set by the organization. Another study by (Susanto, 2020) highlighting the importance of discipline in creating a productive and efficient work culture in the public sector. Discipline that is applied consistently can encourage employees to work in accordance with applicable rules and procedures, thereby improving the quality of public services.

In BKPSDM Samarinda City, civil servant discipline is still a challenge. Of the 41 employees, it was recorded that in 2020, 16 employees violated disciplinary rules. This was reinforced by a short

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interview with the Head of the Apparatus Development Division at BKPSDM Samarinda City who stated that awareness of the importance of discipline was still lacking. As an organization responsible for fostering and developing ASN resources in Samarinda City, BKPSDM needs to pay serious attention to civil servant discipline, making it a habit that is ingrained in every individual.

This research focuses on the implementation of civil servant discipline in BKPSDM Samarinda City, identifying inhibiting factors, and finding solutions to overcome these obstacles. Through a qualitative approach with descriptive methods, this research seeks to provide an in-depth picture of the condition of civil servant discipline and improvement efforts that can be made. Data collection techniques used include interviews, observation and documentation, with analysis based on Hasibuan's disciplinary theory.

It is hoped that the results of this research can make a real contribution to improving civil servant discipline in BKPSDM Samarinda City, as well as becoming a reference for other government agencies in managing ASN discipline in order to achieve optimal performance and better public services.

Previous research also reveals various strategies that can be implemented to improve ASN discipline. For example, research by (Wibowo, 2018) found that implementing a clear and consistent reward and punishment system can improve employee discipline. Rewards or rewards for employees who show high discipline and good performance can motivate other employees to follow in their footsteps. On the other hand, strict sanctions for violators of discipline can provide a deterrent effect and encourage compliance with the rules.

In addition, research by (Sari, DK, & Prasetyo, 2017) emphasizes the importance of training and professional development as part of a discipline improvement strategy. Ongoing training can help employees understand the importance of discipline in their work and provide them with the skills necessary to carry out their duties well. Professional development can also increase employees' sense of responsibility and commitment to their work.

Support from leadership is also very important in improving ASN discipline. Research by (Handoko, 2018) shows that leadership examples can influence employee behavior. Leaders who are disciplined and show integrity at work can be role models for other employees. Therefore, the leadership at BKPSDM Samarinda City must be an example in implementing discipline and ensuring that existing rules are enforced consistently. To improve civil servant discipline in BKPSDM Samarinda City, there needs to be a comprehensive approach involving the application of rewards and punishment, training and professional development, as well as support and example from leadership. It is hoped that this research will provide valuable insight for BKPSDM Samarinda City and other government agencies in their efforts to improve ASN discipline and performance.

Method

This research uses a qualitative approach with the main aim of examining and understanding in depth the implementation of Civil Servant (PNS) discipline in BKPSDM Samarinda City. A qualitative approach was chosen because it allows the author to analyze data in detail and explore events systematically and scientifically. The data collection process is carried out through several techniques to obtain comprehensive information. First, the author conducted in-depth interviews with several key informants, including the Head of the Samarinda City Personnel and Human Resources Development Agency, the Secretary of the Samarinda City Personnel and Human Resources Development Agency, the Head of the Apparatus Development Division, and several employees at the Samarinda City BKPSDM. This interview aims to obtain a direct perspective regarding the implementation of discipline in their environment.

Apart from that, non-participatory observation techniques were also used by the author. This observation was carried out by directly observing activities at BKPSDM Samarinda City without being directly involved in the activities being observed. This is due to the limited time available, so the author only observes activities in the research environment to get an idea of the extent to which discipline is applied.

Documentation techniques are also used as a data collection method. Documents in the form of literature data and internal archives of BKPSDM Samarinda City were collected and analyzed to validate the data obtained from interviews and observations. This documentation also helps the author in developing theories and research guidelines.

With a combination of interview, observation and documentation techniques, the author was able to collect rich and varied data, which was then analyzed in depth to understand the implementation of civil servant discipline in BKPSDM Samarinda City. This approach ensures that research is conducted in a systematic and scientific manner, and provides a clear and detailed picture of the civil service discipline.

Results and Discussion

The results of this research show that the implementation of discipline in BKPSDM Samarinda City can be measured through several indicators based on (Hasibuan, 2011). These indicators include goals and abilities, leadership example, justice, inherent supervision, punitive sanctions, firmness, human relations, and remuneration (salary and welfare).

a. Goals and Capabilities

In this indicator, goals and abilities are criteria or measures used to assess the extent to which employees or employees 68 achieve certain goals and the extent to which they have the abilities needed to carry out their duties. The aim or target of the Samarinda City Personnel and Human Resources Development Agency in implementing discipline for its employees has so far been implemented well based on Government Regulation Number 30 of 2019 concerning Civil Servant Performance Evaluation. With this regulation, the Samarinda City BKPSDM can find out how far employees have the ability to carry out the tasks given in a disciplined manner so that it can help the Samarinda City BKPSDM agency in identifying employee abilities and development, as well as ensuring that organizational goals are achieved through individual performance.

Based on the results of an interview with the Head of the Samarinda City Personnel and Human Resources Development Agency, Mr. H. Julia Noor, SIP. On Wednesday, January 10 2024, it was stated that the target or goal in terms of employee discipline in the Personnel and Human Resources Development Agency in Samarinda City had achieved the target desired by all parties within the scope of work of BKPSDM Samarinda City. The overall disciplinary process went well, and attendance followed the guidelines of Government Regulation number 94 of 2021. The ability of employees to carry out discipline as ASN varies; some employees are consistent, while others still need improvement. Employees who have not implemented discipline properly are always controlled and supervised, as well as reminded and reprimanded so that they can change for the better.

The target or aim of civil servant discipline is to discipline employees so that they do not deviate from the obligations that must be carried out and to discipline the behavior and attitudes of employees as state civil servants so that the objectives of the Samarinda City BKPSDM can be achieved well. Then employees also have the ability to obey and carry out their duties and responsibilities in terms of discipline factors consistently, even though some employees are not able to carry them out consistently.

One of the staff in the field of apparatus development stated that employees within the scope of BKPSDM Samarinda City are required to have the ability to work so that they require high discipline so that the targets set by the head of BKPSDM Samarinda City, one of which is to achieve good human resource management of the apparatus can be achieved. materialized. In terms of leadership, the target is to be disciplined in carrying out their responsibilities according to the direction of the mayor, as well as for the ability of employees to carry out their duties to be good, although there are still some who are not yet good.

b. Leadership Example

Leadership example is a leader's ability to set a good example through behavior and actions that reflect high work ethics, integrity and dedication. This example is very important in motivating and inspiring all employees at BKPSDM Samarinda City. The disciplined

attitude and behavior of the leadership can become a model that all employees follow.

Based on the results of an interview with the Head of the Samarinda City Personnel and Human Resources Development Agency, Mr. H. Julia Noor, SIP, on Wednesday, January 10 2024, he stated that he had long been accustomed to being orderly in time discipline, even often arriving before the clock specified work. He believes that as a leader, you must first set an example in small things such as arriving on time, looking neat and having good ethics. In this way, employees can adapt to what has been set by the leadership. Apart from that, in building good communication, he always pays attention to employees who are experiencing problems and never forbids employees from making suggestions, suggestions or constructive criticism to fellow employees and leaders.

From this interview it can be concluded that as a leader at BKPSDM Samarinda City, it is important to set an example in small things such as working time discipline, neat appearance, and showing good ethics. This attitude allows employees in the office to emulate this behavior, thereby creating a disciplined and harmonious work environment.

Next, an interview with the Secretary of the Samarinda City Personnel and Human Resources Development Agency, Mr. Drs. Samlian Noor on the same day, revealed that the head had said that before giving orders or directions to employees, a leader must implement them first. In this way, the leader will not lose his authority as a superior and will not appear selfish because he only orders without setting an example.

It can be concluded that leaders who can be used as examples are those who have applied discipline and integrity in their daily actions. If leaders do not implement this, they will appear selfish and lack authority in carrying out their duties. Therefore, the consistency between a leader's words and actions greatly influences the level of employee discipline and motivation.

Furthermore, the results of observations show that the leadership example at BKPSDM Samarinda City has succeeded in creating a more disciplined and productive work environment. Employees tend to follow the example set by their leaders, so that a culture of discipline can be well established in the work environment. Employees who see their leaders arrive on time, look neat and have good ethics, feel motivated to do the same.

In addition, interviews with several employees showed that they felt more appreciated and supported when their leaders showed attention to the problems they faced. Employees feel more comfortable making suggestions, suggestions, or constructive criticism when they know that their leaders are open and support two-way communication. This creates a more collaborative and harmonious work environment, ultimately improving the overall performance of the organization.

c. Justice

The implementation of discipline in BKPSDM Samarinda City pays great attention to justice factors. Justice here is defined as the equality that all employees have in implementing civil servant discipline as regulated in Government Regulation Number 94 of 2021. This also includes the policies and habits that exist in the Samarinda City BKPSDM office.

Based on an interview with the Secretary of BKPSDM Samarinda City, Mr. Drs. Samlian Noor, on Wednesday, January 10 2024, he stated that as a leader, he treats all employees the same regardless of who they are. He emphasized that all employees must comply with the new and established civil servant discipline rules. Thus, at BKPSDM Samarinda City, no employee feels privileged in implementing discipline because everyone must follow the applicable rules. This is important to create equality between employees, where in terms of fairness, no employee is privileged, including officials. The law enforcement process is fully based on Government Regulation Number 94 of 2021.

Furthermore, in an interview with the Head of the Apparatus Development Division at BKPSDM Samarinda City, Dr. Riduansah, on the same day, he stated that in order to make all employees equal, all employees in the office must comply with the civil servant discipline regulations contained in Government Regulation Number 94 of 2021.

Enforcement of the civil servant discipline law at BKPSDM Samarinda City has been regulated according to these regulations. If a violation occurs, the employee will be subject to sanctions, whether mild, moderate or severe, including periodic salary delays and dismissal according to applicable procedures. Equality between employees starts with the implementation of civil servant disciplinary regulations which must be obeyed by all employees without exception, including in enforcing the laws in force at the BKPSDM Samarinda City office.

From an interview with Mrs. Ervina, a staff member in the procurement sector, it can be concluded that BKPSDM Samarinda City tries to provide a sense of equality to all employees so that no one is given privileges or feels that they are not being given justice. He emphasized that all employees are treated fairly and equally in all aspects of work, including the application of discipline. With this policy, employees feel more appreciated and motivated to work well, because they know that their every effort is assessed and rewarded based on applicable rules, not based on position or personal relationships.

Overall, the results of this research show that fairness in the application of discipline is very important to create a harmonious and productive work environment. Fairness ensures that all employees, regardless of their title or position, are treated equally when it comes to enforcing discipline. Consistent and fair enforcement of rules creates a sense of trust and mutual respect among employees, which in turn improves the overall performance of the organization.

The implementation of Government Regulation Number 94 of 2021 in BKPSDM Samarinda City provides a clear and fair work framework for all employees. By following these regulations, employees not only understand their rights and obligations, but also feel more responsible in carrying out their duties. Sanctions that are applied consistently and fairly provide a deterrent effect and encourage compliance with rules, while rewards for employees who are disciplined and perform well increase work motivation.

This research confirms that to achieve optimal performance and create a healthy work environment, fair and consistent enforcement of discipline is needed. This can be achieved by implementing applicable regulations, providing a good example from leadership, and ensuring that every employee is treated fairly and equally. In this way, BKPSDM Samarinda City can become a model for other government agencies in efforts to improve the discipline and performance of civil servants.

d. Supervision attached

In implementing civil servant discipline within the Samarinda City Personnel and Human Resources Development Agency (BKPSDM), inherent supervision is carried out directly and continuously by the leadership of subordinates or units under their responsibility. This supervision is also strengthened by the existence of legal ties or statutory regulations regarding discipline that must be obeyed by every employee, which is regulated in Government Regulation Number 94 of 2021.

This was stated by Dr. Riduansah as Head of the Apparatus Development Division at BKPSDM Samarinda City on Wednesday, January 10 2024. He explained that continuous supervision was carried out to ensure employees worked according to procedures, because that was his responsibility as head of the field. Dr. Riduansah also often checks employee attendance, especially those who try to circumvent online attendance through the newly implemented application, because he is one of the admins. He emphasized that this supervision was not an excessive action, but rather an effort to strengthen a positive work culture and develop employee capabilities. The rule used as a guideline for this supervision is Government Regulation Number 94 of 2021.

Based on an interview with Dr. Riduansah, it can be concluded that supervision is principled in leaders who are responsible for ensuring that all activities and tasks carried out by their subordinates are in accordance with the standards, policies and goals of the organization. The rules used as guidelines for monitoring the discipline of BKPSDM Samarinda City employees still refer to Government Regulation Number 94 of 2021.

Furthermore, based on an interview with Qausa Yanotama, as staff in the field of apparatus development at BKPSDM Samarinda City on the same day, he stated that attached supervision was still provided, but the leadership also had their own activities. Therefore, the staff is given maturity and confidence in their work. From this interview it can be concluded that even though the leadership is busy, they still make time to supervise employees in carrying out their duties at the BKPSDM Samarinda City office.

Based on an interview with Mrs. Ervina as staff in the procurement sector, she stated that the Head of Division always supervises employees through morning roll call which is held every day. He ensured that all employees in the procurement department were required to be fully present both during the morning roll call, working hours and leaving work. From this interview it can be concluded that employees in the procurement sector are always given strict supervision by the Head of the Procurement Division. He ensured the complete presence of all employees in the procurement department, both during the morning roll call, during working hours, until after work.

The results of this research show that the inherent supervision at BKPSDM Samarinda City is carried out strictly and consistently, in accordance with applicable regulations. This supervision not only ensures employee compliance with procedures and rules, but also serves to strengthen a positive work culture and increase employee capabilities. Even though leaders are busy, they remain committed to carrying out supervision to achieve organizational goals. Thus, the inherent supervision implemented at BKPSDM Samarinda City has been running effectively and has made a significant contribution to employee discipline in that environment.

e. Punishment Sanctions

The punitive sanctions imposed at BKPSDM Samarinda City aim to enforce work discipline, improve the behavior of each individual employee, and maintain the integrity and professionalism of the state civil apparatus. Apart from that, it is hoped that imposing sanctions can be a lesson for other employees so that they do not commit the same violations.

Based on an interview with Dr. Riduansah as Head of the Apparatus Development Division at BKPSDM Samarinda City on Wednesday, January 10 2024, he explained that before the enactment of Government Regulation (PP) Number 94 of 2021, this agency implemented PP Number 53 of 2010 regarding civil servant discipline. Dr. Riduansah noted that there had been several significant changes in the type of punishment applied, where the punishment which was initially in the form of delaying salary or allowances had changed to direct deductions. This change is intended to provide a stronger deterrent effect on employees who violate the rules.

An interview with Mrs. Ervina, a staff member in the procurement sector, conducted on Friday, January 12 2024, revealed that sanctions and penalties are given according to the type of violation. Mrs. Ervina said that for minor violations, such as being late in entering the office, the Head of Division usually gives a verbal warning. However, for more serious violations, the punishment will be adjusted based on PP Number 94 of 2021. From this interview, it can be concluded that the implementation of sanctions in BKPSDM Samarinda City strictly follows the applicable regulations.

The author also conducted an interview with Mrs. Nurlina, another procurement staff member, on the same day. Mrs. Nurlina explained that imposing sanctions, whether light, medium or heavy, referring to Government Regulation Number 94 of 2021, is quite effective in providing awareness to all employees. He gave the example that employees who violate the rules can immediately get a salary cut according to the number of absences they have. This shows that the application of sanctions has a significant direct impact on employee discipline.

From the results of interviews conducted, it can be concluded that the implementation of punitive sanctions at BKPSDM Samarinda City is running effectively and in accordance with PP Number 94 of 2021 concerning Civil Servant Discipline. Changes in regulations from PP Number 53 of 2010 to PP Number 94 of 2021 bring an increase in the type of punishment provided, which provides a stronger deterrent effect and disciplines employees better. The

inherent supervision by the leadership, as well as the maturity and trust given to employees in their work, also strengthens the culture of discipline within the BKPSDM Samarinda City environment. With the implementation of PP Number 94 of 2021, employees are more aware that the mistakes they make will have a direct impact on their salaries and careers, thereby encouraging them to be more disciplined at work.

Implementation of strict and fair sanctions not only maintains the professionalism and integrity of the state civil service, but also creates a better and more productive work environment.

f. Firmness

Assertiveness is one of the dimensions that must be applied within the Samarinda City BKPSDM environment in implementing the policies that have been made, with the aim that all employees can follow these policies well. Based on an interview with the Head of BKPSDM Samarinda City, H. Julia Noor, on Wednesday, January 10 2024, it was explained that the policies taken if violations occur always refer to Government Regulation (PP) Number 94 of 2021. According to him, employees who violate the rules are always given punishment. reprimand persuasively first. However, if the employee remains difficult to work with, then a punishment will be immediately imposed according to the type of violation.

From the interview with H. Julia Noor, it can be concluded that the leadership of BKPSDM Samarinda City emphasizes the process of enforcing discipline while still referring to the procedures stipulated in PP Number 94 of 2021. The application of discipline is carried out by giving a persuasive warning first, before taking more punitive action. heavy.

Furthermore, the results of the interview with the Secretary of BKPSDM Samarinda City, Drs. Samlian Noor on the same day, revealed that they always implement persuasive measures first. As leaders, they entrust all employees to work well. However, if a violation occurs, the employee needs to be given more understanding and emphasized not to commit the violation. Based on this interview, it can be concluded that the leadership gives full trust to its employees to fulfill their duties and responsibilities well. However, if employees continue to commit violations even though they have been given trust, the leadership will provide firmness so that the violations are not repeated.

Then, based on an interview with Qausa Yanotama, a staff member in the field of apparatus development at BKPSDM Samarinda City, on the same day, it was explained that the leadership always emphasized that discipline based on PP Number 94 of 2021 was in accordance with procedures. This was done because the leadership was also under pressure from the Mayor regarding changes in attitude and mentality of ASN within the Samarinda City Government. From this interview, it can be concluded that the Mayor of Samarinda places emphasis on all State Civil Servants within the Samarinda City Government to make changes in attitude and mentality. Therefore, the leadership at BKPSDM Samarinda City always emphasizes the importance of discipline to its employees based on PP Number 94 of 2021.

In conclusion, the application of firmness in BKPSDM Samarinda City is carried out in a systematic manner and based on applicable regulations. Leaders provide persuasive warnings first before taking more severe punitive action, and give employees confidence to work well. However, if violations continue to occur, the leadership will take firm action to ensure discipline is maintained. This affirmation was also driven by pressure from the Mayor to improve the attitude and mentality of ASN within the Samarinda City Government.

g. Human Relations

BKPSDM Samarinda City in carrying out its main tasks and functions places great emphasis on work discipline, which is closely related to communication between employees. To direct employees to achieve success in work discipline, good human relations are needed, namely social and emotional interaction between individuals in the Samarinda City BKPSDM organization.

In an interview with the Head of BKPSDM Samarinda City, H. Julia Noor on Wednesday, January 10 2024, he explained that he tries to establish good relationships with all employees, not only with fellow leaders, but also with all staff, including the night guard. He often invites employees to drink coffee together and discuss while having lunch in his room. These moments of togetherness are deliberately created to foster a sense of kinship, which indirectly also builds connections between employees. With good relationships, he feels it is easier to direct employees to achieve common goals in creating a disciplined work environment.

From this interview it can be concluded that in order to create a disciplined work environment, the Head of BKPSDM Samarinda City first builds good human relations by getting closer to all his employees. The aim of this approach is to increase employee morale, job satisfaction and loyalty, as well as reduce stress and work conflict. In this way, discipline in the work environment at BKPSDM Samarinda City can be achieved well.

Apart from that, the results of interviews with the Secretary of BKPSDM Samarinda City, Drs. Samlian Noor, on the same day, revealed that he was often invited by the Head of BKPSDM to join us for meals and coffee during the lunch break. This break time is eagerly awaited by all employees because they can eat and drink coffee for free. As a result, relationships between employees become closer and there is no feeling of hesitation, because this activity has become a habit in the office.

From interviews with Drs. Samlian Noor, it can be concluded that the approach taken by the Head of BKPSDM Samarinda City is considered successful. He creates moments of togetherness that are greatly appreciated by employees, especially during lunch breaks. This shows that good human relations can support the creation of a disciplined and harmonious work environment.

By establishing good relationships with all employees, the Samarinda City BKPSDM leadership not only increases discipline but also builds a sense of mutual trust and respect among all members of the organization. This provides a strong foundation for achieving common goals and ensures that every employee feels valued and motivated to give their best in their work.

h. Remuneration (Salary and Benefits)

Remuneration (salary and welfare), which is also known as giving awards, is an important dimension in implementing civil servant discipline within the BKPSDM of Samarinda City. Recognition and appreciation from the government for the dedication, performance and contribution of civil servants is given in various forms, depending on the applicable regulations and policies of each government agency.

Based on an interview with the Head of BKPSDM Samarinda City, H. Julia Noor, on Wednesday, January 10 2024, it was explained that even though Government Regulation Number 94 of 2021 does not specifically mention giving rewards to employees who do not commit disciplinary violations, the Samarinda City Government still gives awards every year. This award is given to the best regional organization and outstanding employees, usually in the form of cash or promotion. This shows that there is a form of appreciation from the government to increase employee morale and discipline.

From an interview with H. Julia Noor, it can be concluded that although there are no special awards regulated in PP Number 94 of 2021, the Samarinda City Government holds annual awards as a form of appreciation for the best regional organizations and employees with outstanding achievements. This aims to foster work enthusiasm and discipline among employees.

Furthermore, in an interview with the Secretary of BKPSDM Samarinda City, Drs. Samlian Noor on the same day, he stated that BKPSDM Samarinda City did not give any special awards. Awards are only given when the Mayor holds an ASN and Non-ASN Award. This award is a form of recognition and appreciation from the government for the dedication, performance and contribution of employees while carrying out their duties. From this interview, it can be concluded that awards for civil servants at BKPSDM Samarinda City are not given internally by BKPSDM, but through an annual awards event held by the Mayor of Samarinda.

The author also conducted an interview with Mrs. Nurlina, a staff member in the procurement sector, on Wednesday, January 10 2024. Mrs. Nurlina explained that giving rewards was enough to motivate her to be one of the category winners in the ASN and Non-ASN Awards organized by the City Government Samarinda. Based on this interview, it can be concluded that holding this award provides significant motivation for civil servants at BKPSDM Samarinda City.

Overall, the implementation of remuneration and awards at BKPSDM Samarinda City, although not specifically regulated in PP Number 94 of 2021, is still ongoing through the initiative of the Samarinda City Government. The award, which is given every year by the Mayor of Samarinda as a form of appreciation for employees with achievements and the best regional apparatus organizations, has succeeded in motivating employees to work better and be more disciplined. This shows that rewards and appreciation given appropriately can be an effective tool for improving employee discipline and performance.

Discussion

The application of discipline in organizations, especially in government agencies such as BKPSDM Samarinda City, is a crucial aspect that supports the performance of civil servants (PNS) and the overall function of the organization. Discipline not only includes compliance with regulations, but also reflects employees' work ethics, integrity and commitment to their duties and responsibilities. In this analysis, we will discuss various dimensions that contribute to the implementation of discipline in BKPSDM Samarinda City, including goals and capabilities, leadership example, fairness, inherent supervision, and remuneration, as well as how these concepts are applied and integrated in a scientific context.

Goals and abilities are the foundation for implementing discipline at BKPSDM Samarinda City. Clear goals provide direction and motivation for employees, while adequate capabilities ensure that employees have the skills and knowledge necessary to carry out their duties well. According to (Robbins, 2001), specific and challenging goals can improve employee performance through increased focus and greater effort. At BKPSDM Samarinda City, the goals of work discipline are directed at achieving efficiency, transparency and accountability in public services.

Employee ability is also a key factor in achieving discipline (Agus et al., 2023). Continuous training and professional development is essential to ensure employees have up-to-date skills. This training not only improves technical skills but also develops interpersonal and managerial abilities that are essential for a harmonious and productive work environment. Research by ("Armstrong's Handbook of Human-Resource Management Practice (11th Ed.)" 2010) emphasizes that effective training can improve employee skills, knowledge and attitudes, which in turn improve discipline and work performance.

The leadership example is an important aspect in building work discipline in BKPSDM Samarinda City. Leaders who demonstrate high work ethics, integrity and dedication can inspire and motivate employees to follow in their footsteps. Head of BKPSDM Samarinda City, H. Julia Noor, in her interview emphasized the importance of closeness with employees and creating moments of togetherness to foster a sense of family. This is in line with the transformational leadership theory put forward by Bass and Riggio (2006), which states that inspirational leaders can increase employee motivation and commitment through strong vision and example.

The approach taken by the Samarinda City BKPSDM leadership, such as inviting employees to discuss over lunch, reflects participative leadership practices. Research by (Yukl,

2002) shows that leaders who actively engage with employees and listen to their input can create a more collaborative and productive work environment. Good relationships between leaders and employees can also reduce stress and increase job satisfaction, which ultimately supports the implementation of effective discipline.

Fairness in the application of discipline at BKPSDM Samarinda City is a key element in creating a harmonious and fair work environment. Distributive justice, which is concerned with the distribution of resources and rewards, and procedural justice, which is concerned with fair and transparent decision-making processes, are particularly important in this context. Research by (Colquitt et., 2018) shows that perceptions of justice in the organization can increase employee commitment and performance.

In his interview, Drs. Samlian Noor, emphasized the importance of persuasive action first before imposing punishment. This approach shows an effort to maintain procedural justice by giving employees the opportunity to correct their behavior before being punished. This is in line with the principles of restorative justice which emphasizes recovery and rehabilitation rather than punishment alone.

Attached supervision is an important method to ensure employee discipline at BKPSDM Samarinda City. Dr. Riduansah explained that supervision was carried out continuously to ensure employees worked according to procedures. This supervision includes checking attendance and compliance with online attendance, which is part of efforts to strengthen a positive work culture.

According to the theory of management supervision and control put forward by (Simons, 1995) Effective supervision must include continuously monitoring performance and providing constructive feedback. Supervision carried out at BKPSDM Samarinda City aims to not only detect violations but also guide employees to improve their performance. Research by (Cardy & Leonard, 2014) also shows that supervision carried out in a fair and consistent manner can increase employee compliance and strengthen organizational discipline.

Remuneration (salary and welfare) and giving awards are important dimensions in supporting work discipline at BKPSDM Samarinda City. Rewards for employees who excel not only provide motivation but also recognize their contribution to the organization. The Head of BKPSDM Samarinda City, H. Julia Noor, said that although PP Number 94 of 2021 does not specifically mention giving rewards, the Samarinda City Government still holds annual awards for the best regional organizations and outstanding employees.

Herzberg's (1966) motivation theory in (Craig, 2011) regarding hygiene factors and motivators shows that appreciation and recognition are motivator factors that can increase job satisfaction and employee performance. Awards given annually by the Mayor of Samarinda, such as the ASN and Non-ASN Awards, aim to increase employee morale and discipline by providing recognition for their dedication and contribution.

In an interview with Mrs. Nurlina, she admitted that the award motivated her to work better and try to achieve this award. Research by (Deci & Ryan, 2000) The theory of intrinsic and extrinsic motivation shows that external rewards, such as promotions and financial incentives, can increase employee motivation and encourage them to achieve higher performance.

In the context of modern management, the holistic approach applied by BKPSDM Samarinda City in improving work discipline reflects the principles of integrated and human-based management. Modern management emphasizes the importance of employee involvement and participation in decision making as well as the importance of transparent and effective communication. Practices such as embedded supervision, rewarding, and emphasizing fairness and leadership example not only improve discipline but also build a strong and cohesive organizational culture. By applying modern management principles, as outlined by (Si et al., 2020) regarding the importance of innovation and efficiency in management, BKPSDM Samarinda City can ensure that every employee feels valued, motivated and has a high sense of responsibility for their work. This not only improves individual performance but also overall organizational performance, creating a dynamic and adaptive work environment that is ready to face the challenges of the future. This approach shows that by integrating modern management values, government agencies can achieve sustainable success in public services and human resource management.

Limitations of the Study

Although this research provides in-depth insight into the application of work discipline in BKPSDM Samarinda City, there are several limitations that need to be noted. First, this research uses a qualitative approach with interview techniques as the main method of data collection. Although this method is effective in exploring individual perspectives and experiences, the results may not be fully representative of all employees at BKPSDM Samarinda City. This research only involved a number of key informants, so there is the possibility of bias in the results obtained.

Second, this research is limited to the context of BKPSDM Samarinda City and may not be fully applicable to other government agencies with different conditions and dynamics. Variations in organizational structure, work culture, and internal policies may influence the application of discipline and the results of this study may not be widely generalizable.

Third, limited data collection time is also one of the research limitations. Interviews were conducted over a short period of time, so there may be important information that has not been revealed or other aspects that have not been fully discussed. In addition, data obtained from interviews is subjective and depends on the informant's memory and interpretation, which can affect the accuracy and reliability of the data.

Fourth, this research does not involve quantitative methods that could provide statistical data to support qualitative findings. The use of surveys or questionnaires with larger samples can provide a more comprehensive picture of the level of discipline and the factors that influence it throughout the organization.

Taking these limitations into account, future research could take steps to overcome these weaknesses, such as by expanding the number and diversity of participants, using mixed methods, and conducting longitudinal studies to gain a deeper and more comprehensive understanding of work discipline in the government environment.

Conclusions and Recommendations

This research emphasizes the importance of various dimensions in implementing work discipline in BKPSDM Samarinda City, including goals and abilities, leadership example, fairness, inherent supervision, and remuneration. Findings show that clear goals and adequate training provide the direction and skills necessary for employees to achieve high performance. The example of good leadership and the application of justice creates a harmonious and fair work environment, which strengthens discipline among employees.

Continuous monitoring by management ensures compliance with procedures and strengthens a positive work culture. Even

though Government Regulation Number 94 of 2021 does not specifically mention giving awards, the Samarinda City Government still gives annual awards aimed at motivating employees. This award recognizes employees' dedication and contribution, encouraging them to work better and be more disciplined.

Overall, the holistic approach implemented by BKPSDM Samarinda City shows that work discipline is not only about compliance with rules, but also about creating a supportive, fair and motivating work environment. This is in line with modern management principles which emphasize the importance of participation, communication and innovation in human resource management.

To improve work discipline at BKPSDM Samarinda City, it is recommended to provide ongoing training to ensure employees have the latest skills and knowledge. Strengthen the role of leaders as role models by demonstrating high work ethics and dedication. Ensure discipline is applied fairly and transparently, giving employees the opportunity to improve behavior. Use advanced technology and monitoring systems to increase the effectiveness of supervision. Apart from that, we continue to hold annual awards for outstanding employees as a form of appreciation and motivation. With these steps, BKPSDM Samarinda City can improve the quality of work discipline and overall organizational performance.

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