


## Efforts To Improve Work Discipline State Civil Servants In Maulafa Districts, Kupang City

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| Article Info   | ABSTRACT  |
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| <b>Keywords:</b><br>Improvement<br>State civil servants<br>Work discipline   | The purpose of this study: 1) Analyze the factors causing the lack of work discipline 2) Identify effective strategies to improve work discipline. 2) Compile policy recommendations 4) Develop a model or framework for improving work discipline The research method uses a qualitative approach. The data sources used are primary and secondary data. Data collection techniques in this study were carried out through interviews, observations and documentation. Data analysis was carried out descriptively qualitatively using the Thematic Analysis analysis model: This model involves the identification, analysis, and interpretation of themes or thematic patterns that emerge from qualitative data, such as interviews, observations, or document analysis. These themes are then grouped and interpreted to produce a deeper understanding of the phenomenon being studied. |
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### INTRODUCTION

In realizing national goals, it is necessary to have employees as elements of the state apparatus who are fully obedient and highly aware of their duties and responsibilities based on Pancasila and the 1945 Constitution and have a good mentality and noble morals to implement and organize regulations made by the government and the state. The role of employees greatly determines the success of the organization in achieving the goals that have been set. In a good organization, not only reliable Human Resources are needed, but work discipline must also receive serious attention.

Law Number 5 of 2014 concerning State Civil Apparatus (ASN) and Government Regulation Number 53 of 2010, provide an important framework in the management and improvement of the performance of government apparatus at the sub-district level and at the regional government level in general. This law regulates the management of ASN, including recruitment, appointment, transfer, promotion, discipline, and dismissal of ASN. In the context of improving work discipline, this law provides a clear legal basis for the implementation of rules and sanctions against disciplinary violations by ASN. Government Regulation Number 53 of 2010, This regulation emphasizes the importance of regional governments to pay attention to the performance of government apparatus at the sub-district level. Good performance from sub-district government apparatus is considered very important because they are responsible for the implementation of government and

development activities in the area [1, 2]. Leadership in an organization has a very important role in improving employee work discipline. Leaders who set a good example and provide consistent examples of the importance of work discipline will influence employee attitudes and behavior. Good work discipline is expected to grow from the self-awareness of each employee government but are still felt to be ineffective and efficient because these efforts have not been able to function optimally towards the development of the industry [3].

Despite the legal frameworks and regulations in place, challenges in fostering work discipline among state civil apparatus (ASN) remain prevalent across various levels of government. These challenges often stem from inconsistent enforcement of disciplinary measures, limited supervision, and insufficient support from leadership [4, 5]. In some cases, the lack of motivation, unclear expectations, and inadequate rewards and sanctions further exacerbate the issue, leading to reduced employee commitment to organizational rules and goals [6]. These problems are particularly pronounced in sub-district offices, where the responsibilities of ASN directly impact the quality of public services and the implementation of local development programs [7]. Without a disciplined workforce, delays, inefficiencies, and a lack of accountability in public service delivery are inevitable. Addressing these issues requires a deeper understanding of the factors that influence work discipline, including leadership practices, the work environment, and the psychological and motivational aspects of employees. By exploring these elements, more effective strategies can be developed to strengthen work discipline, enhance employee performance, and ultimately contribute to achieving national development objectives.

## METHODS

In data analysis, it is carried out using an interactive analysis model [12], in this analysis there are 3 components of analysis, namely Miles and Hubberman's Interactive Analysis Model Steps that must be taken in analyzing data:

1. Data Reduction

Data reduction is an activity of summarizing field notes by sorting out the main things related to the research problem,

2. Data Presentation

Presentation of qualitative research data is: the process of systematically searching for and compiling data obtained from interviews, field notes and other materials so that they are easy to understand and can be informed to others (Sugiyono, 2017)

3. Drawing conclusions/data verification

Drawing conclusions according to Miles and Huberman is a part of a complete configuration, conclusions are also verified during the research

## RESULTS AND DISCUSSION

### **Factors include lack of work discipline**

#### **Goals and Abilities**

The objectives to be achieved are clear and ideally determined. The leadership has also assigned work to employees according to their abilities, which causes employees to work earnestly and with discipline in their daily activities. Thus, it can be said that the principle of

the right man is the right place and the right man in the right job has been carried out well in the Maulafa sub-district office.

### **Leadership Example**

The role model of the leader plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates. The leader has given a good example, is well disciplined, honest, fair, and in accordance with words with actions. This causes a good leader's example, the discipline of subordinates will also be good.

### **Remuneration**

Civil servant remuneration is a form of compensation or reward received by civil servants in return for the work and services they provide to the state. This remuneration includes various types of payments and facilities, which generally include

### **Justice**

Fairness in relation to work discipline refers to the extent to which rules, policies, and practices in the work environment are applied fairly and consistently to all employees, including how sanctions and rewards are given. Fairness is important because it can affect employee motivation, loyalty, and overall performance.

### **Inherent supervision**

A real and most effective action in realizing employee discipline. Inherent supervision is a form of supervision carried out directly and continuously by superiors to subordinates to ensure compliance with rules, procedures, and work standards. The following are things that are done in inherent supervision of employees:

1. Daily Monitoring: Leaders monitor attendance, time discipline, and employee activities every day by conducting fingerprint attendance to find out the arrival and departure times of an employee
2. Monthly Performance Report: Leaders ask employees to submit a brief report on tasks that have been completed each month. This allows leaders to monitor the progress of ongoing tasks and ensure that work is completed according to deadlines.
3. Routine Evaluation Meeting: leaders hold monthly meetings to evaluate employee performance, as well as discuss problems faced by employees. This provides an opportunity to provide feedback and make corrections if there are deviations from established procedures.
4. Direct Observation: The leader occasionally conducts direct observation in the workplace to see how employees carry out their duties.
5. Personal Feedback and Discussion: Inherent supervision can also take the form of personal discussion sessions between superiors and subordinates, where superiors provide feedback on employee performance and listen to input from employees regarding obstacles faced. This helps build trust and increase employee commitment to work discipline.

### Legal sanctions

SWOT analysis is a systematic identification of various factors to formulate company strategy.

### Opportunity Matrix for the weaving craft creative industry in Kupang City

Civil Servants (PNS) who violate work discipline can be subject to various legal sanctions in accordance with the laws and regulations in force in Indonesia. These sanctions are regulated in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which replaces the previous regulations. The following are the types of legal sanctions for PNS who violate work discipline:

#### 1. Light Sanctions

- Verbal Warning: Given for minor disciplinary violations.
- Written Warning: A written warning to PNS who violate the rules but do not have serious consequences.
- Written Statement of Dissatisfaction: A form of written warning stating the superior's dissatisfaction with the behavior or performance of PNS.

#### 2. Moderate Sanctions

- Postponement of Periodic Salary Increase: A punishment that causes PNS to be unable to receive periodic salary increases for a certain period.
- Postponement of Promotion: A punishment that delays the promotion of PNS for a certain period.
- Demotion One Level Lower for 1 Year: This punishment results in the civil servant losing one level of rank for a certain period of time.

#### 3. Severe Sanctions

- Demotion One Level Lower for 3 Years: A heavier punishment than moderate sanctions.
- Transfer in the Context of Demotion: The civil servant is transferred to a lower position as a sanction for significant violations.
- Dismissal with Honor Not at Own Request: The civil servant is dismissed from his/her job with honorable status, but not on his/her own initiative.
- Dismissal with Dishonor: This is the most severe sanction given to civil servants who commit serious violations such as corruption, abuse of authority, or other serious violations.

### Assertiveness

Before imposing severe sanctions, the Sub-district Head provides an opportunity for problematic civil servants to undergo coaching or counseling. This is done to help employees understand their mistakes and provide an opportunity to improve themselves. The Sub-district Head of Maulafa firmly reminds employees to always wear uniforms according to the provisions and maintain a neat appearance. Employees who violate uniform rules are given warnings and reminded to obey the rules. With these steps, the Sub-district Head of Maulafa

shows his firmness in ensuring civil servant work discipline, creating a productive work environment, and maintaining the quality of public services in the sub-district

### **Human Relations**

Human relations refers to the social interactions between individuals in the workplace and how these interactions affect their behavior, motivation, and productivity. Positive human relations in the workplace, including relationships between superiors and subordinates or between colleagues, can have a significant impact on work discipline.

A good relationship between leaders and employees or between employees can increase mutual trust and support. When someone feels appreciated and supported at work, they tend to be more motivated to work well and comply with existing rules.

A harmonious and understanding work environment can make employees feel comfortable and committed. This encourages them to be more disciplined in carrying out their duties and complying with established regulations. Poor relationships or disharmony between employees can trigger stress and conflict that disrupt work discipline. Conversely, good relationships reduce friction between personnel and help maintain focus on work. Open communication and good collaboration improve coordination and reduce misunderstandings. With good communication, superiors can provide clear instructions and feedback, so that employees can more easily understand and follow the rules with discipline.

### **Strategic Formulation**

Goals indicate what weaving craft MSMEs want to achieve, while strategies are the plans or steps to get there. Every business must design a strategy to achieve its goals. Weaving craft MSMEs have demonstrated their potential from the elements of strength. To expand and maintain market share, weaving craft MSMEs have shown a reactive attitude by undertaking the following strategies:

1. Maintaining product quality by improving and maintaining the quality of yarn types as raw materials with diverse motifs.
2. Improve human resource skills by conducting training activities to improve weaver skills and seller skills.

### **Employee training**

In 2024, in Maulafa District, Kupang City, various trainings were held to improve the capacity of government officials. One of them is the Training of Trainers (ToT) which was held in June 2024. This training aims to improve sub-district and village government governance, as well as improve the competence of village officials in managing basic services and village development. This activity involved officials from various regions in East Nusa Tenggara and was carried out in parallel with online techniques.

### Reward and Punishment

Rewards and punishments have not been implemented properly, this is limited to cutting meal allowances and giving satya badges to employees who are entitled to receive them according to the time previously determined.

### Comfortable working environment

A comfortable working environment at the Maulafa District Office in 2024 focuses on creating conditions that support employee welfare, so that it can affect their level of discipline and performance. Research shows that factors such as leadership, work discipline, and the physical environment in the workplace play an important role in increasing job satisfaction which in turn affects employee performance. In this office, a positive working atmosphere and adequate facilities support employees in carrying out their duties better. A comfortable environment often involves improving office facilities, implementing an inclusive work culture, and support from leaders who pay attention to employee welfare. In this case, the Maulafa District Office not only pays attention to the physical aspects of the environment, but also the psychological aspects, such as open relationships between employees and management.

## CONCLUSION

Research on employee work discipline in Maulafa District shows that strong leadership, a supportive work environment, and effective communication play an important role in improving employee discipline. Employee work discipline is influenced by internal factors such as motivation and job satisfaction, as well as external factors such as supervision and rewards. Routine evaluation and direct coaching by the sub-district leadership have also proven effective in maintaining work discipline. To enhance employee work discipline in the Maulafa District Office, several strategic steps are recommended. First, leadership training should be prioritized to strengthen the role of leaders as positive role models who inspire discipline through consistent behavior and decision-making. Second, the reward and punishment system must be implemented fairly and transparently, with clear incentives for disciplined behavior and appropriate sanctions for violations. Third, fostering a comfortable and inclusive work environment is crucial, which includes upgrading facilities, promoting mutual respect, and encouraging open communication to boost employee morale and engagement. Finally, regular training programs should be held to enhance employees' skills and awareness of their responsibilities, ensuring they understand the importance of discipline in achieving organizational goals.

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