

Employee Discipline in Improving Public Services at the Yaro District Office in Nabire Regency

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Public service is one indicator of successful governance, especially at the district level, which deals directly with the community. The quality of public service is greatly influenced by the discipline of employees as the main implementers of service. This study aims to analyze employee discipline in improving public service at the Yaro District Office in Nabire Regency, taking into account the geographical conditions of the region, limited office facilities, and employee discipline issues. This study uses a qualitative approach with a descriptive method. The results show that employee discipline at the Yaro District Office is not yet optimal. This is indicated by low employee attendance, the district office often not operating during working hours, and weak employee compliance with work rules. In addition, the remote geographical location, weak supervision, and limited office facilities and infrastructure also contribute to low employee discipline and poor quality of public services. Therefore, consistent enforcement of employee discipline, firm and exemplary leadership, improvement of the service system, and adequate work facility support are needed to improve public services.

Keywords: Employee Discipline, Public Service, Yaro District, Nabire Regency

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1. Introduction

Public service is one of the main functions of government administration, which aims to meet the basic needs of the community in a fair, effective, and sustainable manner. Law Number 25 of 2009 concerning Public Services emphasizes that every citizen has the right to obtain quality, transparent, and accountable services without discrimination. In this context, government officials have a strategic role as the main implementers of public services, so that the quality of services is highly dependent on the performance and discipline of employees (Sinambela, 2014).

Employee discipline is an important factor in improving the performance of government officials. According to Hasibuan (2018), work discipline is a person's awareness and willingness to obey all applicable organizational rules and social norms. Discipline reflects the attitude of responsibility of employees towards their duties and obligations as public servants. Employees who have a high level of discipline tend to work consistently, on time, and are oriented towards service quality. Conversely, low employee discipline will have an impact on declining public service quality and public trust in the government.

Work discipline has a positive relationship with employee performance and the quality of service received by the community. Work discipline has a positive and significant influence on public satisfaction with public services (Hamzah, 2023). In addition, discipline shows a significant correlation with the quality of public services, even becoming one of the determining factors among other variables such as competence and work ethics (Ar Rahman & Bagana, 2025).

In the context of public management and bureaucracy, employee discipline is an important foundation for realizing the effectiveness of government organizations. Employee discipline works as an internal control instrument that ensures that employees are able to carry out their functions and roles in accordance with service standards, work procedures, and public service ethics. High discipline reflects the high level of responsibility of employees towards their duties, thereby reducing the chances of maladministration, service delays, and non-compliance with procedures that should be implemented by public administrators.

Employee indiscipline can be identified as one of the obstacles to effective public service. Although there are regulations related to the discipline of the civil service, such as Government Regulation No. 53 of 2010 concerning Civil Servant Discipline, as well as disciplinary provisions in Law No. 5 of 2014 concerning the Civil Service, in practice there are still discrepancies between formal rules and the implementation of employee discipline in the field. Weak enforcement of discipline can cause services to be slow, inconsistent, and unresponsive to the needs of the community. This creates public dissatisfaction and reduces public trust in the government as a provider of public services (Mulhayat, 2023).

In the context of simpler governance, particularly at the district level, it is different from governance at the provincial and regency levels. Administratively, district government is an extension of the regency/city government. The aim is to bring services closer to the community. In Papua itself, the term district is used to refer to a center of government that acts as an extension of the city or regency government. The hope is that communities at the village level or isolated communities on the outskirts of cities can receive excellent services.

Districts serve as a link between the regency government and village communities in the administration of government, development, and social services. Therefore, the existence of a disciplined and professional apparatus is a key prerequisite for the creation of effective public services (Sedarmayanti, 2016). However, the delivery of public services in remote areas often faces various structural and non-structural problems. One such example is the Yaro District in Nabire Regency.

Yaro District is an administrative area centered in Jaya Mukti Village. The administrative area of Yaro District covers several villages under it, namely Parauto Village, Baru Village, Wanggar Sari Village, Wiraska Village, Jaya Makmur Village, Jaya Mukti Village, and Wanggar Pantai Village.

In terms of governance, Yaro District has a fairly large administrative area. Yaro District is located far from the regency's administrative center with limited transportation access. These difficult geographical conditions have an impact on community mobility, limited supervision, and the distribution of public service support facilities. Working conditions and regional characteristics greatly affect the performance of government officials, especially in remote areas (Dwiyanto, 2017).

The indiscipline of employees at the Yaro District Office can be seen from the office not operating during working hours, employees not coming to the office without a clear explanation, and low compliance with the established working hours. This condition contradicts the principles of public service, which emphasize punctuality, affordability, and ease of access for the community. As a result, people who come to obtain services often have to return without results, even though they have traveled long distances and incurred costs.

In addition, the physical condition of the district office affects the quality of public services. The Yaro District Office is in poor condition and has limited work facilities. Limited resources and infrastructure, administrative equipment, service rooms, and other supporting facilities hinder the smooth running of services. Work facilities are an important element in public services because they support the effectiveness of employees' work and the comfort of the community as service users (Moenir, 2006).

Unsuitable office conditions not only affect the community, but also influence employee motivation and discipline. An unfavorable work environment can reduce the morale of civil servants and encourage indiscipline, such as frequent absenteeism or leaving work before the end of the working day. The work environment has a significant influence on employee discipline and performance (Nurhidayat *et al*, 2025).

Furthermore, the geographical location of Yaro District, which is far from the center of government, often poses a problem for some employees in performing their duties optimally. The lack of direct supervision from superiors and limited access to communication have resulted in the ineffective implementation of disciplinary sanctions. Government Regulation No. 94 of 2021 concerning Civil Servant Discipline clearly stipulates the obligations, prohibitions, and sanctions for officials who violate work discipline. The weak implementation of this regulation has resulted in low employee compliance with the applicable rules.

The indiscipline of employees at the Yaro District Office has a direct impact on the quality of public services received by the community. Services become uncertain, slow, and inconsistent, thus contradicting the principles of good governance that emphasize effectiveness, efficiency, and accountability. This condition is very detrimental to the community, especially villagers who have limited economic resources and access to alternative service centers.

Based on the description of the above problems, research on "Employee Discipline in Improving Public Services at the Yaro District Office in Nabire Regency" is important to be conducted. This research can provide an empirical description of employee discipline, the issues that influence it, and its impact on the quality of public services. The results of this research can be used as input for the local government in formulating policies on employee discipline and public services at the Yaro District Office in Nabire Regency.

2. Method

This study uses a descriptive qualitative approach with the aim of describing and analyzing employee discipline in improving public services at the Yaro District Office in Nabire Regency. A qualitative approach was chosen because this study seeks to gain an in-depth understanding of employee discipline and public service quality based on actual conditions in the field. The research was conducted at the Yaro District Office in Nabire Regency. This location was chosen based on considerations of its geographical distance from the center of government, limited office facilities, and employee discipline issues that impact public services. Data collection techniques included observation and documentation. Observation was conducted to directly observe office conditions, employee attendance, and public service processes. Documentation was used to supplement data in the form of archives, regulations, and other supporting documents. Data analysis was carried out through the stages of data reduction, data presentation, and conclusion drawing.

3. Results and Discussion

Enforcing Employee Discipline

Employee discipline is one of the fundamental elements in the implementation of public service-oriented governance. In public sector organizations, discipline is not only understood as compliance with working hours, but also includes employee awareness in obeying regulations, carrying out tasks according to procedures, and being responsible for the services provided to the community. Hasibuan (2018) defines work discipline as a person's awareness and willingness to obey all applicable organizational regulations and social norms. Thus, discipline is an important indicator in assessing the quality of government apparatus performance.

In the context of the Yaro District Office in Nabire Regency, enforcing employee discipline is strategically important given the district's position as the spearhead of public service in an area with geographical and facility limitations. First, the level of employee discipline at the Yaro District Office is still relatively low. This can be seen from the irregular attendance of employees, the district office often not operating during working hours, and a lack of compliance with established work rules. This condition has a direct impact on the low quality of public services received by the community. Conversely, employee discipline contributes significantly to the community's perception of the quality of services received (Andrian *et al*, 2024).

The lack of discipline among employees at the Yaro District Office is inseparable from the weak enforcement of disciplinary rules. Although the government has established Government Regulation No. 94 of 2021 concerning Civil Servant Discipline as the legal basis for fostering and enforcing discipline, the implementation of this regulation has not been optimal. Sanctions for disciplinary violations are often not applied strictly and consistently, so they do not have a deterrent effect on employees who violate them. Mulhayat (2023) argues that work discipline can only be effectively enforced if it is supported by consistent and fair enforcement of rules.

Second, limited supervision by superiors. Geographically, Yaro District is located far from the district government center, resulting in relatively low intensity of supervision from superiors. This condition causes disciplinary violations to often go undetected or not be followed up seriously. In fact, supervision is an important instrument in ensuring that the performance of government officials is in line with organizational objectives. Without effective supervision, indiscipline tends to develop and become a work culture that is difficult to change (Sa'adah *et al*, 2024).

Third, the working environment of employees. The Yaro District office is in poor physical condition with limited work facilities. The limitations of facilities and infrastructure have an impact on employee comfort at work. According to Mangkunegara (2017), an unfavorable work environment can reduce employee motivation and discipline, as employees feel unsupported in carrying out their duties. Thus, the combination of employee discipline and other factors such as work motivation and work facilities has a significant positive effect on the quality of public services (Atiki *et al*, 2025).

Fourth, the geographical conditions of Yaro District make it difficult for some people to access services. Limited transportation access and long distances are obstacles for the community. However, geographical conditions should not be an excuse for employees not to provide excellent service to the community. As state officials, employees have a moral and professional obligation to continue to provide the best service to the community, especially in remote areas that are highly dependent on the district office as a center for public services.

Enforcing employee discipline at the Yaro District Office requires the active role of district leaders as organizational leaders. Leaders are not only tasked with managing and supervising, but also setting an example in the implementation of work discipline. The leadership's exemplary behavior in terms of attendance, compliance with rules, and commitment to service will have a positive influence on employee behavior. States that good leadership will encourage the growth of internal work discipline, not merely because of fear of sanctions (Sanha & Yulianti, 2024).

Furthermore, employee discipline training also needs to be carried out continuously. Training can be done through the dissemination of disciplinary regulations, providing work motivation, and increasing employee capacity through training. This training approach is important so that discipline is not only understood as a form of punishment, but as part of the professionalism of government officials. States that continuous training of officials is the key to improving the quality of public services (Akay *et al*, 2021).

Effective enforcement of employee discipline will have a positive impact on the quality of public services at the Yaro District Office. Disciplined employees will arrive on time, carry out their duties according to procedure, and provide fast and reliable services to the community. This will increase the satisfaction of the community as service users and strengthen public trust in the district government. Dwiyanto (2017) states that the quality of public service is greatly influenced by the behavior of the civil servants who provide the services. However, enforcing employee discipline cannot be done partially without considering the objective conditions of the district. The local government needs to provide adequate support, including improving office facilities and infrastructure, providing adequate work facilities, and implementing incentive policies for employees working in remote areas. Such support can increase the motivation and commitment of employees in carrying out their duties in a disciplined and professional manner.

Enforcing employee discipline at the Yaro District Office in Nabire Regency is a strategic effort that must be carried out comprehensively through strict enforcement of rules, effective supervision, leadership by example, continuous guidance, and improvement of working conditions. Well-established employee discipline will be the main foundation for improving the quality of public services and realizing a government that is responsive to the needs of the community, especially at the Yaro District Office in Nabire Regency.

Improving Public Services

Public service is at the core of government administration that is oriented towards the interests of the community. The quality of public services reflects the extent to which the government is able to meet the basic needs of citizens in a fair, effective, and sustainable manner. Law Number 25 of 2009 concerning Public Services emphasizes that public services must be carried out based on the principles of legal certainty, equal rights, professionalism, participation, and accountability. In the context of local government, particularly at the district level, improving public services is a key requirement because districts are the service units closest to the community.

The Yaro District Office in Nabire Regency has a strategic role as a center for administrative services and government coordination in an area that is geographically remote and difficult to reach. The people of Yaro District are highly dependent on the district office to take care of various administrative needs, such as official letters, population services, and village development facilitation. Therefore, improving public services at the Yaro District Office is an urgent need in order to guarantee the fulfillment of the people's rights.

The quality of public services at the Yaro District Office is not yet optimal. This can be seen from the office often not operating during working hours, the length of the service process, and the uncertainty of service completion times. These conditions cause public dissatisfaction and reduce public trust in government officials. According to Dwiyanto (2017), the quality of public services is largely determined by the behavior and performance of officials as service providers. Therefore, improving public services must begin with reforming the performance of officials and the existing service system.

The main factor affecting the low quality of public services at the Yaro District Office is the low level of employee discipline. Employees who are regularly absent and do not carry out their duties according to procedure cause public services to be hampered. Sinambela (2014) states that quality public services can only be realized if they are supported by professional, disciplined, and community-oriented civil servants. Therefore, improving public services cannot be separated from efforts to enforce employee discipline.

In addition, limited office facilities and infrastructure are obstacles to improving public services. The poor condition of the Yaro District office and the lack of service support facilities have resulted in slow service processes and low public comfort. Moenir (2015) states that service facilities are an important element in

public services because they support the smooth running of the apparatus and provide comfort to service users. Without adequate facilities, it is difficult for public services to meet the expected standards.

The geographical condition of Yaro District, which is far from the district government center, also affects the quality of public services. Limited transportation access means that the community has to travel long distances and incur additional costs to obtain services. In situations like this, public services should be provided optimally and consistently so that the community is not disadvantaged. However, when the district office is often closed or employees are not at their posts, the community experiences a double burden. This contradicts the principle of public service, which emphasizes ease of access and certainty of service.

Improving public services at the Yaro District Office requires a strong commitment from all government officials. Improving services is not only related to the speed and accuracy of services, but also concerns the attitude and behavior of officials in serving the community. Government officials must have a service orientation, which means putting the interests of the community as their top priority. According to Sedarmayanti (2016), officials with a service orientation will demonstrate a friendly, responsive, and responsible attitude in carrying out their duties.

The role of district leaders is very important in efforts to improve public services. Leaders are responsible for directing, coordinating, and supervising the implementation of public services within the district office. Effective leadership will be able to encourage employees to work more disciplined and provide quality services. States that good leadership can increase employee motivation and performance, which ultimately has an impact on improving the quality of public services (Albert *et al*, 2023).

Improving public services also requires reforming service systems and procedures. Standard Operating Procedures (SOP) for services must be clearly and easily understood by both employees and the public. With clear SOP, the service process can run more orderly, transparently, and accountably. Dwiyanto (2017) states that clarity of service procedures is one of the main indicators of public service quality.

In addition, improving public services at the Yaro District Office must take into account community participation. As service users, the community needs to be given the opportunity to express their aspirations, complaints, and input regarding the services they receive. Community participation can be a means of evaluation for the district government in improving service quality. States that good public services are services that are responsive to the needs and aspirations of the community (Gumilar, 2022).

Furthermore, support from the local government is essential in improving public services in the Yaro District. Such support can take the form of office infrastructure improvements, the provision of adequate work facilities, and incentives for employees working in remote areas. These policies are expected to increase the motivation and commitment of employees in providing the best service to the community.

Finally, improving the quality of employee human resources (HR) affects the quality of public services. Some employees in the district office have varying levels of education and competence, as well as an uneven understanding of public service standards.

Table 1. Yaro district employees based on education

No	Level of Education	Total
1.	High school	21 people
2.	Bachelor's degree	4 people
3.	Master's degree	1 person
	Total	26 people

Source: Yaro District Office 2025

This condition has an impact on the level of employee responsiveness to community needs and understanding of proper work procedures. Competency building and human resource development are necessary so that employees have the understanding and skills to support the implementation of public service tasks. Thus, improving public services at the Yaro District Office in Nabire Regency is a multidimensional effort that requires a comprehensive approach. Improving public services does not only depend on employee discipline, but also on the quality of leadership, competency development of employees, availability of facilities, clarity of procedures, and support from the local government. If all these elements can be managed synergistically, public services at the Yaro District Office can run more effectively, responsively, and be oriented towards community satisfaction.

4. Conclusion

Based on the results of the discussion, it can be concluded that employee discipline plays a very important role in improving the quality of public services at the Yaro District Office in Nabire Regency. Employee discipline is not only related to attendance and compliance with working hours, but also reflects the responsibility, commitment, and professionalism of the apparatus in carrying out their duties to serve the community. Low employee discipline has a direct impact on the suboptimal delivery of public services, as evidenced by the office often not operating during working hours, delays in service, and uncertainty regarding the time required to complete services.

The geographical condition of Yaro District, which is far from the regency's administrative center, limited office facilities and infrastructure, and weak supervision are factors that contribute to low employee discipline and poor quality of public services. The community, as users of the Yaro District Office's services, are often disadvantaged because they have to travel long distances and incur additional costs, yet do not receive adequate services. This shows that the problems with public services at the Yaro District Office are not only administrative in nature, but also structural and contextual.

Consistent and fair enforcement of employee discipline, supported by firm and exemplary leadership, is a strategic step in improving the quality of public services. In addition, improving public services also requires reforming the service system, providing adequate work facilities, and policy support from local governments, especially for areas with geographical limitations. When employee discipline is high, a good service system and facility support will encourage more effective, responsive, and community-oriented public services.

Improving employee discipline is the main foundation in efforts to improve public services at the Yaro District Office in Nabire Regency. If employee discipline can be consistently enforced and accompanied by improvements in working conditions and a stronger commitment to service, then public services in Yaro District can run more optimally and be able to meet the needs and expectations of the community in a sustainable manner.

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