

Work Discipline of State Civil Apparatus at the Bureau of Procurement of Goods and Services of the Regional Secretariat of North Sulawesi Province

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Abstract

This study aims to analyze the level of discipline of State Civil Apparatus (ASN) at the Bureau of Procurement of Goods and Services (BPBJ) of the Regional Secretariat of North Sulawesi Province, as a strategic factor in supporting the effectiveness of government administration and public services. ASN discipline is an important indicator of professionalism, integrity, and transparent and accountable bureaucratic performance. This study uses a qualitative descriptive method with data collection techniques through in-depth interviews, direct observation, and documentation of five informants consisting of structural officials and implementing staff. Data analysis was carried out inductively to describe the factual condition of ASN discipline based on Sutrisno's theory (2011) which includes five main indicators, namely compliance with regulations, compliance with superiors, attendance level, punctuality in completing tasks, and willingness to carry out additional work. The results of the study indicate that the level of ASN discipline at BPBJ is still not optimal. Some violations found include non-compliance with dress codes, late arrivals, absences without explanation, and lack of responsibility in completing tasks on time. Furthermore, the implementation of internal oversight has not been accompanied by the application of strict sanctions, thus failing to provide a deterrent effect for civil servants who violate the law. The study's conclusions emphasize the need to strengthen the disciplinary development system through increased individual awareness, leadership role models, and consistent implementation of sanctions to create a professional apparatus with integrity and commitment to supporting bureaucratic reform within the North Sulawesi Provincial Government.

Keywords: Work Discipline, Civil Servants, Performance

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Introduction

Improving government administration mechanisms is an effort by the Indonesian government to build a transparent, efficient, and accountable government system (good governance) by improving the quality of public services, enhancing the professionalism of civil servants, and strengthening the integrity of government institutions. In this context, the State Civil Apparatus (ASN) plays a role in implementing various government functions, implementing regulations governing the interests of the state and society, and providing direct services to the public (Sary et al., 2024).

One fundamental aspect in developing ASN with high integrity and professionalism is the implementation of work discipline. Onyango (2019) said that, this discipline reflects the extent to which state officials comply with norms, regulations, and their assigned responsibilities. ASN contribute significantly to the smooth running of government and the process of providing public services. As they are at the forefront of implementing state policies, ASN are required

to prioritize integrity and ethics as the primary foundations of their work, professionalism, and discipline in carrying out every task.

A lack of discipline among ASN has the potential to hinder the public service process and impact the overall quality of institutional performance (Djibran et al., 2021). The latest provisions regarding ASN are regulated in Law Number 20 of 2023, amending Law No. 5 of 2014 concerning the State Civil Apparatus. In this regulation, ASN are positioned as professional workers in government work units, officially appointed by an authorized official. ASN are categorized into two types of employees: Civil Servants (PNS), who are Indonesian citizens permanently appointed by civil service officials to carry out government functions in specific positions, and Government Employees with Work Agreements (PPPK), who are individuals appointed through a work contract system for a specific period to carry out government duties.

According to the Big Indonesian Dictionary (KBBI), work discipline is a condition or behavior that reflects adherence to established policies and values, as well as applicable norms or rules. In the workplace, discipline describes the extent to which employees comply with the provisions and procedures established by an organization or company. Meanwhile, work itself is defined as the activities or steps taken to achieve goals, based on responsibilities within a profession (Evetts, 2014). Therefore, discipline in the workplace is understood as an employee's attitude and actions that reflect adherence to applicable regulations and norms within the workplace, accompanied by a commitment to carrying out their assigned duties and responsibilities.

Devates & Subiyanto (2024); Tasya et al. (2024); Noviantoro et al. (2022) said that, a high level of work discipline plays a key role in creating an efficient and productive work environment. Civil servants (ASN) serve as a key pillar within the government structure, with significant responsibilities in driving the bureaucratic system and providing services to the public. Optimal ASN performance is key to creating an efficient and high-quality government system. Discipline is a crucial factor influencing the quality of ASN performance, as their level of discipline plays a significant role in determining the success of government administration (Puspitasari et al., 2025).

This is particularly true for strategic units directly involved in vital administrative processes, public services, and contributing to the procurement of goods and services. In North Sulawesi Province, the procurement process is carried out by various work units, one of which is the Goods and Services Procurement Bureau (BPBJ), which is under the coordination of the North Sulawesi Provincial Secretariat. At the regional government level, ASN plays an increasingly important role in supporting the implementation of various regional development programs.

The Procurement and Procurement Agency (BPPBJ) within the North Sulawesi Provincial Secretariat is a work unit that ensures the efficient, effective, and accountable procurement process. This unit is tasked with providing guidance and advocacy in the implementation of goods and services procurement, managing all stages of the procurement process within the North Sulawesi Provincial Government, and providing electronic-based procurement services. In addition, the BPBJ also carries out additional duties as directed by its leadership.

All of these functions and responsibilities are implemented in accordance with Presidential Regulation (Perpres) Number 12 of 2021, which amends Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services. The performance of the BPBJ is highly dependent on the discipline of the civil servants involved. This is because each

stage of the procurement process has the potential for irregularities if not guided by strong discipline and integrity. Therefore, civil servants working in this bureau are required to maintain a high level of discipline to ensure procurement adheres to applicable laws and regulations.

There are regulations that serve as the basis for enforcing discipline for ASN, namely Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning Civil Servant Discipline. PPPK is also implemented in accordance with the provisions governing civil servant discipline. Government Regulation of the Republic of Indonesia Number 94 of 2021 contains provisions regarding the ability of Civil Servants (PNS) to comply with obligations, avoid prohibitions, and a civil servant's compliance with regulations.

In its implementation according to the research conducted on BPBJ by the author, there are still violations of ASN against the applicable regulations, such as there are still ASN who do not obey the existing rules, such as not using attributes such as Korpri pins, nameplates, in wearing uniforms especially for Wednesday, Thursday and Friday there are still ASN who do not follow the existing provisions, by not wearing white shirts that do not use symbols, wearing jeans, to female ASN wearing leggings for Friday, which should be wearing sportswear. Viewed from the level of discipline in terms of attendance and compliance of ASN to working hours, can be seen in Table 1.1 (Attachment Page iii).

ASN who arrive on time requires an ASN to attend the morning roll call at 11.00. 07.45 WITA, according to attendance data for 2024, 89.04% of civil servants (ASN) missed morning roll call in July 2024, and 33.33% of afternoon absences in December 2024. This also applies to civil servants who frequently leave the office during working hours without asking permission from their superiors or providing a clear reason. In December, the percentage of civil servants absent due to illness reached 121.79%. Meanwhile, 115.38% of civil servants took leave or permission in the same month. The highest number of unexplained absences occurred in January, at 28.98%.

Absenteeism is a common phenomenon among civil servants entering a new fiscal year, during school holidays, or approaching Eid al-Fitr, until the end of the fiscal year, where employee absence rates tend to increase during these periods. Compliance with the leadership is part of the implementation of their duties and responsibilities, which reflects the integrity, discipline, and professionalism of ASN in carrying out their duties and responsibilities as part of the government bureaucracy, but based on the author's observations there are still ASN who have received instructions from their superiors, but have not been able to complete the task, such as if there is an instruction from the leader to be able to attend an internal meeting at the PBJ Bureau according to the specified time, there are still ASN who have not been able to attend the meeting for various reasons.

Accuracy in completing tasks refers to the ability of an apparatus to complete work or reports that are their responsibility in line with the deadlines set by the leader or agency, with adequate quality and complying with standard work procedures. In accordance with the research conducted, it can be seen from the realization of the existing budget, where work that should have been completed in the first quarter but sometimes there is still work completed in the following quarter, and sometimes the existing work piles up in the final quarter of the budget year. The willingness of ASN in completing additional tasks is the attitude and willingness of a State Civil Apparatus to voluntarily and responsibly carry out work outside of their main duties and functions, on the orders or needs of the organization, in order to support the smooth implementation of government agency tasks.

The willingness of ASN in completing tasks reflects the loyalty, dedication, and work spirit of ASN in supporting the goals and performance of the institution, but according to the author's observations, there are still ASN who cannot carry out additional tasks from the leader, so that sometimes the leader has to ask for help from two or more ASN to be able to complete the additional tasks, such as to be able to attend meetings, make materials for presentations or to be able to help other ASN so that the existing work can be completed according to the available time. Based on research and observations, the author assesses that many civil servants (ASN) still do not comply with existing regulations, such as work arrival and departure times, uniforms, and required attributes. Civil servants' awareness of obedience to their superiors remains high.

Attendance rates remained very high in 2024, many work assignments were completed beyond the planned deadline, and the willingness of civil servants to undertake additional work assigned by their superiors remained inadequate. Regarding the implementation of supervision by the Regional Public Works Agency (BPPBJ), the author observed that supervision was implemented, but the absence of firm sanctions capable of providing a deterrent effect led to some civil servants' tendency to repeat the same violations. These civil servants lacked a strong awareness of fulfilling their obligations based on their roles and functions as stipulated in applicable regulations.

Based on this, further research is needed, and this study focused on the level of discipline of civil servants working in the PBJ Bureau of the Regional Secretariat of North Sulawesi Province. The primary objective of this research is to examine and evaluate the discipline of civil servants (ASN) in carrying out their duties and functions within the bureau, as well as to identify various obstacles faced in efforts to improve their discipline and work ethic. This research is crucial given the efforts to achieve the targets set by the Procurement and Purchase Order Bureau, and is based on findings from real-world situations.

This study specifically focuses on the work discipline of civil servants in the Procurement of Goods and Services Bureau of the North Sulawesi Provincial Secretariat. This research focuses on work discipline, which plays a crucial role in the Procurement and Purchase Order Bureau and has a strategic role within the North Sulawesi Provincial Government, particularly in the procurement of goods and services. Furthermore, this bureau's role is directly related to public services, including services to business actors participating in the provision of goods and services to support governance and development processes in the North Sulawesi region.

Methods

This study employed a qualitative descriptive design aimed at identifying and describing the level of discipline of State Civil Apparatus (ASN) at the Bureau of Procurement of Goods and Services (BPBJ) of the North Sulawesi Provincial Secretariat. This approach was chosen to gain a deeper understanding of social phenomena through data collection in the form of informants' speech, writing, and behavior. According to Bogdan & Taylor in Moleong (2010), qualitative research produces descriptive data in the form of written or spoken words from individuals as well as observed behavior in natural contexts. Consistent with Sugiyono's (2016) perspective, this approach is grounded in a postpositivist philosophy, with the researcher as the primary instrument, using data triangulation techniques, inductive analysis, and a focus on meaning rather than generalization. The research was conducted at the North Sulawesi Governor's Office, specifically at the BPBJ of the North Sulawesi Provincial Secretariat, located at Jalan 17 Agustus No. 69, Teling Atas, Wanea District, Manado City. The research informants consisted of five civil servants (ASN): the Head of the Goods and Services

Procurement Division, the Head of the Human Resources Development Sub-Division for Goods and Services Procurement, and three executive staff. The research focused on aspects of ASN work discipline, including adherence to regulations, obedience to superiors, attendance percentage, punctuality in completing work, and readiness to undertake additional work (Sutrisno, 2011). These aspects reflect the level of responsibility and commitment of ASN in carrying out bureaucratic duties and functions professionally. The data sources in this study consisted of primary and secondary data. Primary data were obtained through in-depth interviews, direct observation, and documentation, while secondary data came from various documents, regulations, and organizational records relevant to the research topic. Interviews were conducted in an open and semi-structured manner to allow informants to express their views freely. Observations were conducted by recording the behavior and working conditions of ASN within the BPBJ environment, while documentation was used to substantiate the data from the interviews and observations. All data were analyzed using qualitative descriptive analysis techniques as proposed by Sugiyono (2014), namely by describing the data systematically and factually without generalizing, to gain an in-depth understanding of the level of ASN discipline in the BPBJ environment of North Sulawesi Province.

Result and Discussion

Based on North Sulawesi Governor Regulation Number 12 of 2022 concerning the Status, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus, the Bureau of Procurement of Goods and Services (BPBJ) of the North Sulawesi Provincial Secretariat has an organizational structure consisting of several sections and subsections with mutually supportive duties and functions in the governance of government procurement of goods and services. The Goods and Services Procurement Management Section is responsible for the strategy, implementation, supervision, and evaluation of the procurement process, including electronic catalog management and contract planning assistance. The Electronic Procurement Services Management Section focuses on the development of procurement information systems and the management of electronic systems such as SPSE and e-Catalog. Meanwhile, the Goods and Services Procurement Development and Advocacy Section plays a role in human resource (HR) development, technical assistance, and contract conflict resolution. In addition, the Human Resource Development Subsection for Procurement of Goods and Services provides guidance to procurement actors, bureau administration management, and the preparation of planning documents and organizational performance reporting.

In terms of human resources (HR), the BPBJ Regional Secretariat of North Sulawesi Province in August 2025 had a total of 102 State Civil Apparatus (ASN) with a diverse composition based on education level, position, age, and gender. Based on education level, there were 11 employees with postgraduate degrees, 66 with bachelor's degrees, 4 with diplomas, and 21 with high school graduates. Based on structural positions, it consisted of 1 echelon II official, 3 echelon III officials and 1 daily executive, 1 echelon IV official, 18 specific functional officials, and 79 general functional employees. Based on age, the majority of employees were in the 46–58 year range of 64 people, while 26 people were aged 36–45 years and 12 people were aged 23–35 years. When viewed from gender, the composition consisted of 64 men and 38 women. These data show that the North Sulawesi Province BPBJ has relatively experienced human resources and is dominated by productive age employees with a fairly good educational background, thus supporting the implementation of the goods and services procurement function in a professional and effective manner.

Several previous studies have focused on the implementation of disciplinary policies and the effectiveness of the performance of State Civil Apparatus (ASN) in various government agencies. Runkat et al. (2022) found that the implementation of civil servant disciplinary policies during the Covid-19 pandemic at the Community and Village Empowerment Office of North Sulawesi Province had been quite successful, although there were still shortcomings in the provision of facilities, using George Edward III's implementation theory as the basis for analysis. Senduk et al. (2024) examined the self-efficacy of civil servants at the Manado City DPRD Secretariat and found that time constraints and the need for superior guidance remained challenges, especially in building individual awareness and responsibility.

Furthermore, research by Andalangi et al. (2022) at the Talaud Islands Regency Personnel and Human Resource Development Agency also used Edward III's theory and showed that the implementation of civil servant discipline had been effective through clear and consistent communication in accordance with bureaucratic communication principles. Meanwhile, Muzanny et al. (2019), in his research at the East Aceh Regency Human Resources Development Agency (BKPSDM), emphasized that although civil servants demonstrate relatively good time and work discipline, factors such as distance from their homes, inconsistent work standards, and a lack of understanding of work ethics remain major obstacles to optimally improving civil servant discipline. The term "discipline" comes from the Latin word "disciplie," meaning training or learning about politeness, spirituality, and character building. Conceptually, discipline is defined as an effort to shape an individual's attitude and character so that they consistently comply with applicable norms, principles, and regulations.

In the context of civil service, Article 1, paragraph (4), of Government Regulation Number 94 of 2021, defines Civil Servant (PNS) discipline as the employee's willingness and commitment to carry out obligations and avoid prohibitions stipulated in laws and regulations. According to Handoko (2001), discipline is an individual's readiness, arising from personal awareness, to comply with organizational rules. Heidjrachman & Husnan (2002) added that discipline is an individual or group attitude that ensures obedience to orders and the ability to act without being ordered. Admodiwirjo (2000) views discipline as an effort to direct and regulate a person's behavior through the application of rules, the imposition of sanctions, and rewards. Nawawi (2001) emphasized that discipline is a form of effort to prevent violations of rules through awareness of work ethics, while Nitisemito (2010) emphasized that discipline is not only limited to punctuality in the workplace, but also reflects attitudes, behaviors, and actions that demonstrate compliance with rules, both written and unwritten.

Sinambela (2016) defines work discipline as employees' awareness and readiness to comply with all organizational regulations and applicable social norms. Meanwhile, Afandi (2016) assesses work discipline as a set of rules and regulations established by management and mutually agreed upon, reflecting the values of obedience, regularity, and order. Thus, discipline can be defined as the mental state inherent in employees to voluntarily comply with all organizational regulations, which forms the basis for establishing a productive and orderly work culture. Hasibuan (1997; 2017) proposed eight indicators that influence the level of employee discipline: (1) goals and abilities; (2) leadership role models; (3) compensation and welfare; (4) fairness; (5) inherent supervision (waskat); (6) sanctions; (7) leadership assertiveness; and (8) human relations.

These factors reflect the extent to which an organization is able to create a fair, consistent, and conducive work environment for the development of employee discipline. Sutrisno (2011) added several indicators of work discipline that can be used as measuring tools, namely: (1)

compliance with regulations; (2) compliance with superiors; (3) attendance rate; (4) punctuality in completing work, and (5) readiness to undertake additional work. These indicators demonstrate that discipline is not merely a formal administrative matter, but also involves moral awareness, responsibility, and dedication in carrying out duties. State Civil Apparatus (ASN) are civil servants appointed to carry out government administration and provide services to the public. ASN are expected to possess integrity, professionalism, and the ability to innovate in carrying out government duties and public services (Soetjipto, 2020). ASN discipline is a key factor in ensuring the effective and efficient execution of duties.

Government Regulation Number 94 of 2021 and Law Number 5 of 2014 concerning ASN emphasize the obligation of ASN to comply with regulations, complete tasks within the stipulated time and quality, and maintain harmonious working relationships. Civil servant discipline encompasses several aspects, such as time discipline, discipline in carrying out tasks and administration, and dress code (Minister of Home Affairs Regulation No. 11 of 2020). Furthermore, Presidential Regulation No. 21 of 2023 stipulates a 37.5-hour weekly working week for civil servants as a means of enforcing time discipline. According to Rasjid et al. (2020), civil servant disciplinary regulations aim to foster and educate employees to comply with obligations and avoid prohibitions established by the organization. Government Regulation No. 94 of 2021 establishes three levels of disciplinary sanctions: light (verbal or written warning), moderate (postponement of promotion or position), and severe (demotion or dishonorable discharge).

These sanctions serve as a developmental tool, not merely as a form of punishment, but also to improve employee behavior to align with organizational norms. Based on various theories and regulations, civil servant discipline can be understood as an awareness and commitment to obeying rules, carrying out responsibilities professionally, and maintaining integrity in carrying out duties. Discipline is not merely administrative compliance but also a reflection of morality, loyalty, and a strong work ethic. In the context of civil servant human resource management, discipline is the foundation for the effectiveness of public organizations, increased productivity, and the success of bureaucratic reform. The current government's bureaucratic reform aims to create a professional, high-performance, and integrated government. Therefore, civil servants (ASN) are required to comply with and implement all regulations governing civil servant discipline, as outlined in Government Regulation of the Republic of Indonesia Number 94 of 2021.

This regulation stipulates the ability of civil servants to comply with obligations, avoid prohibitions, and comply with regulations, enabling them to optimally fulfill their duties and obligations. Civil servant discipline is a crucial factor in supporting the effectiveness of government administration and public services. Civil servant discipline serves as an indicator of the extent to which an employee complies with regulations, carries out duties according to their responsibilities, and behaves in accordance with applicable norms within government agencies. A high level of discipline will positively impact individual and organizational performance as a whole, while indiscipline can hinder the achievement of agency goals.

In accordance with the main duties and functions of the Bureau of Procurement of Goods and Services of the Regional Secretariat of North Sulawesi Province, namely coordinating the implementation of procurement of goods and services, monitoring and evaluating the implementation of regional policies in the field of managing procurement strategies for goods and services, implementing procurement of goods and services, monitoring and evaluating procurement of goods and services, coordinating the implementation of electronic procurement

service management, monitoring and evaluating the implementation of regional policies in the field of electronic procurement system management, and developing information systems and managing procurement information for goods and services. The main duties and functions of the Procurement Agency (BPBJ) are crucial in the implementation of goods and services in North Sulawesi Province. Therefore, discipline among civil servants (ASN) is highly demanded in carrying out their duties and responsibilities within this bureau. This study focuses on ASN discipline using Sutrisno's theory (2011):

Compliance with Regulations

Compliance with regulations is an indicator of civil servant (ASN) work discipline, demonstrating the extent to which an employee adheres to all applicable rules, procedures, and regulations within the organization. This compliance reflects an employee's awareness of the need to adhere to established norms, both formal and unwritten, so that employee behavior aligns with organizational regulations and supports the achievement of agency goals. Civil servant compliance with regulations is in accordance with Government Regulation No. 94 of 2021. In research based on interviews, only leaders are aware of the exact contents of Government Regulation No. 94 of 2021. However, a staff informant was unaware of the exact contents of the regulation. This is highly detrimental to civil servants themselves, as they are unaware of those who violate the rules or the penalties they should face for violating them. Regarding the use of attributes such as Korpri pins and nameplates, civil servants are aware that these attributes must be worn throughout working hours. However, according to interviews, sometimes civil servants do not wear them, only to be reprimanded by their superiors.

In terms of dress code, informants also admitted to sometimes violating regulations, such as not wearing a white shirt as required, not wearing a badge, and sometimes not wearing loafers due to comfort reasons, instead wearing sneakers. Also, on Fridays, when women are supposed to wear sportswear, they sometimes wear jeans and leggings. From observations conducted by researchers, it was observed and noted that some civil servants still do not wear complete attributes, citing forgetfulness or lack of discipline in dress, arguing that it would not be a significant problem. When civil servants attended morning roll call, some still did not wear attributes such as Korpri pins and name tags, and they also wore shoes that did not comply with regulations, namely only wearing sneakers. From the research in the field, the researcher carefully observed directly that the compliance of ASN to the regulations was not 100%, even though the ASN itself was aware of the regulations, but one of the reasons put forward was the factor of forgetting to use attributes, and the comfort factor for using sneakers, also on Wednesday for the use of white-black uniforms, there were still ASN who used white shirts according to the rules, for jeans and leggings especially for women, on Friday for the use of sportswear.

Obedience to Superiors

Compliance with superiors is one of the important elements in work discipline, where ASN carries out orders, directives of leaders voluntarily, on time and maintains professionalism. In research based on interviews there are still ASN who have not been able to carry out orders or directives from leaders, and according to a staff informant that sometimes they cannot fully carry out directions or orders from superiors due to various factors such as obstacles or not responding to what is directed or ordered. In observations and research in the field conducted, there are still several ASN who have not optimally obeyed their superiors, such as ASN who

were ordered to complete activity reports according to the deadline, but deliberately delayed or did not do it, or there are ASN who use work hours for personal interests.

Presentation Attendance

Attendance at work is an indicator of discipline. A civil servant's attendance and ability to arrive on time as scheduled reflect their dedication and accountability. Interviews revealed that many civil servants sometimes fail to attend morning roll call, are absent from the office, or leave the office during working hours, citing illnesses such as their spouse, child, parent, or the civil servant themselves. This often occurs due to a lack of pressure from superiors to reprimand or impose deterrent penalties. The punishments received are often limited to performance allowance deductions, with no other deterrents. This has led to a general feeling of disciplinary infractions such as absence or absence from the morning roll call.

Observations by researchers clearly demonstrate that some civil servants still take the practice of not arriving on time lightly, such as attending morning roll call, not coming to the office, or leaving during working hours. For field research in the form of attendance data in June, July and August 2025. Based on the attendance report from the Personnel Section, the level of ASN discipline during June to August 2025 showed fluctuations with a tendency for quite high disciplinary violations. In June 2025 from a total of 75 ASN, 63 cases (84%) were recorded as not attending morning roll call, 12 cases (16%) were not attending afternoon roll call, 24 cases (32%) were absent, 46 cases (61.33%) were sick, 31 cases (41.33%) were on leave, 10 cases (13.33%) were on outside assignments, and 7 cases (9.3%) were attending training.

In July 2025, with the number of ASN increasing to 102 people, there was a spike in violations, where 135 cases (132.35%) did not attend the morning roll call, 35 cases (34.31%) did not attend the afternoon roll call, 67 cases (65.68%) were absent, 74 cases (72.54%) were sick, 78 cases (76.47%) were on leave, and 15 cases (14.70%) were on outside assignments. Meanwhile, in August 2025, the number of ASN remained at 102 people but the absenteeism rate was still high with 164 cases (160.78%) not attending the morning roll call, 37 cases (36.27%) not attending the afternoon roll call, 38 cases (37.25%) were absent, 61 cases (59.80%) were sick, 73 cases (71.56%) were on leave, and 60 cases (58%) were on outside assignments. This data shows that civil servant indiscipline, particularly in terms of absence from morning roll call and the high number of leave and sick leave requests, remains a serious problem that requires attention and stricter disciplinary action from management.

Based on existing attendance data, the percentage of absence remains very high, with 160.78% of civil servants not attending morning roll call in August 2025, 36.27% of civil servants not attending evening roll call in August 2025, 65.68% of civil servants absent without a clear reason in July 2025, 84.93% of civil servants absent due to illness in July 2025, and 76.47% of civil servants taking leave in July 2025, even though leave is a civil servant's right. External assignments are tasks assigned by management and carried out by civil servants, such as assignments outside the office, outside the city, or outside the region. There is one ASN who has been absent from the office for months without a clear explanation, but there has been no disciplinary punishment received by the ASN. According to researchers, the enforcement of punishment for attendance presentations has not been carried out properly, although there are several cases that have been in accordance with applicable provisions. But there has been no deterrent effect that makes ASN feel that it will not affect their respective careers, and this is the task of the leadership to be able to implement the regulations, firmly and in accordance with existing regulations, if there are ASN who have violated discipline for attendance, so that it will have a deterrent effect for ASN who violate discipline for attendance.

Punctuality in Completing Work

Completing work is a crucial indicator of work discipline, as civil servants are required to complete tasks on time, for example, to meet annual budget targets. Interviews with an informant, one of the leaders, indicated that civil servants are performing well in completing their assigned tasks. However, some staff members still struggle to complete their own work. Staff also acknowledged that some tasks remain unfinished within the stipulated timeframe, due to the civil servants themselves being absent from the office and coordination issues with other civil servants, as collaboration is required to ensure timely completion. Field research during data collection revealed that budget realization was not yet achieved within the stipulated timeframe. This demonstrates that civil servants are unable to complete tasks within the stipulated timeframe. This is evident in the budget realization for June, July, and August. Based on the available realization data, the highest budget realization by August 2025 was 48.95%, compared to the August figure, which should have reached over 70%. Based on the realization, it can be seen that the timely completion of tasks has not been achieved effectively.

Readiness to Carry Out Additional Work

Readiness to carry out additional work is one of the important elements in work discipline, which reflects the readiness and willingness of employees, as well as loyalty to superiors, but from the results of interviews there are still ASN who are only forced to do it and sometimes ignore it. And according to the Informant to be a loyal staff to the boss, how the leader treats the existing staff. From the results of observations and research in the field, ASN has been able to do additional work given by the leader such as to be able to make material for the leader's presentation, but it cannot be denied that a staff sometimes still makes it not wholeheartedly, and has not been able to complete it well, so the leader still asks for help from other ASN. From the research in the field there are still obstacles if there are ASN who accept the additional work, if there are no funds that can support the additional work.

Conclusion

Compliance with regulations remains relatively low because some ASN do not fully understand the provisions stipulated in Government Regulation Number 94 of 2021 concerning ASN Discipline. This lack of knowledge regarding the types of violations and disciplinary penalties often leads ASN to view minor violations, such as non-compliance with uniforms and uniforms, as commonplace because there are no deterrent sanctions. Compliance with superiors is relatively well established, but not yet optimal. Some ASN still fail to carry out their superiors' directives or orders responsibly. This lack of awareness of the importance of loyalty and work discipline often leads to their superiors' orders being disregarded. 3. Civil servant attendance discipline remains low, as evidenced by the high rate of absenteeism and non-participation in morning roll calls during the June–August 2025 period. The indecisiveness of leadership in imposing penalties has prevented civil servants from perceiving attendance violations as a serious problem, as the only sanctions imposed are performance allowance deductions. Timeliness in completing tasks has not achieved the expected target. As of August 2025, budget realization has only reached 48.89% of the target of 60–70%. The main contributing factors include a lack of cooperation among civil servants and low attendance rates, which have resulted in delays in work completion. Readiness to carry out additional tasks is also suboptimal. Some civil servants are reluctant to carry out additional tasks due to budget constraints and the perception that the tasks are not their direct responsibility. Lack of coordination and motivation has resulted in some additional tasks not being carried out properly. Overall, the research results indicate that the main factors contributing to low civil

servant discipline lie in a lack of understanding of regulations, weak leadership assertiveness, and low individual awareness of professional responsibilities and ethics.

Suggestion

Improving regulatory understanding: Regular socialization and guidance regarding Government Regulation No. 94 of 2021 are needed to ensure that civil servants comprehensively understand their obligations, prohibitions, and disciplinary sanctions. This knowledge will foster awareness of compliance with regulations, particularly regarding the use of uniforms and uniforms. Strengthening leadership and role models: Leaders must be able to serve as role models and protect their subordinates. A firm yet communicative attitude is necessary to ensure that all directives are followed responsibly by civil servants. Enforcing attendance discipline: Leaders are expected to be more assertive in imposing sanctions on civil servants who are absent without a valid reason. Consistent application of disciplinary sanctions will create a deterrent effect and improve the discipline of other civil servants. Improving work effectiveness and timeliness: Improved coordination and cooperation among civil servants (ASN) is needed to achieve performance targets. Leaders must ensure a proportional division of tasks and ongoing supervision to ensure timely completion of work. Motivating and rewarding additional tasks: Civil servants need to be encouraged to take collective responsibility for carrying out additional tasks. Rewarding civil servants who excel in completing tasks beyond their primary responsibilities can be a stimulus to improve performance and work loyalty.

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