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Implementation Of Work Discipline On The Productivity Of Civil Servants (BKPSDM Bekasi Regency)

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Abstract

This study examines the implementation of work discipline on employee productivity at the Bekasi Regency Personnel and Human Resource Development Agency (BKPSDM), prompted by issues such as tardiness and non-compliance with dress codes. A qualitative approach was employed, using observation, semi-structured interviews with six informants, and documentation (February-June 2023, May 2025). Findings reveal that the GPS-based attendance system is hindered by signal issues, with personal awareness as the main barrier. Theoretical review highlights the link between discipline and productivity, along with preventive-corrective approaches. Discussion suggests optimizing technology and enforcing strict sanctions. Conclusion: enhanced work discipline can boost productivity, with recommendations including infrastructure improvements, sanctions, and training.

Keywords: Work Discipline, Employee Productivity, BKPSDM Bekasi, Qualitative Research, Attendance System, Organizational Behavior, Public Sector Management, Infrastructure Challenges, Employee Training, Policy Recommendations

INTRODUCTION

The State Civil Apparatus (ASN) is an important asset in government organizations, because they not only need attention and protection from the government, but also serve as subjects that can affect the progress or decline of a government organization. The efforts of government officials in improving human resources in government organizations are very important to determine the achievement of overall

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development goals, especially in achieving social welfare and providing the best public services. In order for government organizations to be effective in providing services to the community, employees in it need to be directed, trained, motivated, and guided. This is important so that they can carry out their duties and functions well, so that their performance can improve. Based on all the definitions above, it can be said that civil servants (PNS) have a very important function and role in carrying out government functions and services to the needs of the community. Therefore, in carrying out government functions and serving the needs of the community. Civil servants are required to have high discipline and tenacity in supporting these activities. Discipline itself has a high positive influence on improving employee performance, usually employees who have high discipline character, so the performance process carried out tends to have high tenacity as well so that it has a good effect in providing services to the community. (Sri Rizka Do Karim et al., 2020) (Harlie M, 2012) (Sutanjar & Saryono, 2019)

Discipline is a character or trait that upholds rules, norms or a predetermined standard, so that the influence that is produced when upholding the character of discipline is a responsibility. In the context of self, the definition of discipline can include being orderly in self-regulation, being orderly in managing time, and responsibility for the tasks given. Good discipline is of course also a reflection of the magnitude of responsibility for the tasks given. Discipline has a great influence on the company's assessment of employees.

BKPSDM of Bekasi regency which is engaged in taking care of government personnel of all Bekasi districts starting from appointment, dismissal, development, and employee performance assessment. All employees in BKPSDM are of course required to have high discipline in performing their duties, let alone being a body that takes care of all civil apparatus within the scope of Bekasi district related to human resources.

However, from the author's observation when doing an internship at the agency, it can be identified that the Bekasi Regency Bkpsdm still has problems related to the discipline of some employees, such as punctuality in entering working hours, where some employees are sometimes late in entering the office room. Currently, the civil servant work system sets working hours at 7 hours per day. Employees are required to be absent at 08.00 am through the website that has been provided. To make an attendance, employees must activate the location feature and upload a selfie, however, with a note, selfies can only be uploaded if the employee is already in the office area. The thing that the author says is a concern is that even though employees have been absent, sometimes they are not in the office workspace.

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In addition to the lack of obedience to the rules of working hours, the author's observations when carrying out internship activities in the BKPSDM environment, also found several minor violations such as the lack of use of working time by some civil servants, namely not using working time efficiently, so that productivity and effectiveness in carrying out duties can be disturbed. Time that should be used to complete work is often wasted on personal activities that are unrelated to their professional responsibilities. For example, some civil servants spend time during working hours on activities such as shopping online, playing social media, or having conversations that are not relevant to work. In addition, there are also those who use office facilities for personal purposes, such as printing non-work documents or using office phones for personal matters. These activities not only reduce individual productivity, but can also negatively impact team performance and the organization as a whole. Therefore, good time management and awareness of the importance of focusing on tasks during working hours are key in improving discipline and professionalism in the civil servant environment.

In addition to the two points that the author explained about the lack of awareness of employees to obey existing regulations, there are also points where the author finds violations of the dress and appearance code. Some civil servants do not comply with the dress code that has been set by the agency, including not following a formal dress code that aims to reflect professionalism and credibility as public servants. This violation can be the use of substandard clothing, such as wearing clothing that is too casual or inappropriate in an official work environment. For example, civil servants who wear men's clothes are not put in pants when they require a formal look, wear shoes that do not meet standards, or ignore provisions regarding official attributes such as pins or official identities. These violations not only reflect individual indiscipline, but can also reduce the professional image of government agencies in the eyes of the public. Therefore, adherence to dress and appearance codes is essential to ensure that every civil servant can carry out his or her roles and duties with a professional appearance and in accordance with the norms that apply in the work environment.

The lack of maximum employee work discipline in an organization or company, if left unchecked due to errors in the implementation of employee discipline strategies, can cause productivity in employee services to decrease, and will automatically have a bad impact on employee service activities. Based on all the background descriptions mentioned above, the problem indicator of this final project is the implementation of discipline strategies to support employee productivity improvement which is still wrong.

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Objectives

1. To determine the implementation of work discipline on the productivity of BKPSDM employees of Bekasi district
2. To identify obstacles in the implementation of work discipline in BKPSDM Bekasi Regency
3. To support BKPSDM's efforts to improve work discipline to support civil servant productivity

LITERATURE REVIEW

Work discipline is an important instrument applied by managers in the process of communicating with employees, with the aim of encouraging them to change certain behaviors that are considered less in accordance with the standards desired by the company. In addition, work discipline is also a form of effort designed to increase the level of awareness and commitment of individuals in complying with all regulations that have been set, both internal company regulations and social norms that apply in the broader work environment. Thus, work discipline not only aims to maintain operational order, but also to ensure that all parties involved are able to behave in accordance with the company's expectations and professional ethical demands. (Pertiwi, 2017)

Work productivity is a form of performance optimization that can be seen from the ability of employees to achieve organizational targets effectively and efficiently, by utilizing resources optimally and overcoming various challenges in the work process, in order to support the achievement of the organization's vision and mission. There is also an opinion that work productivity is the ability to produce work in accordance with planning, the ability to produce goods and services from various resources or production factors used to improve the quality and quantity of work produced. (Irwan & Latief, 2023) (Mahawati et al., 2021)

Productivity with work discipline is defined as a mental attitude that continues to encourage individuals to strive for continuous improvement, with the belief that the quality of life lived today should be better than the day before, and that the future, i.e. tomorrow, should be better than today. This attitude reflects the spirit to always strive to improve performance and achieve more optimal results. Meanwhile, from a technical point of view, productivity is defined as the ratio or comparison between the results obtained, or outputs, with all the resources used to achieve them, or inputs. This means that productivity measures efficiency in the use of resources, such as labor, time, and materials, to produce maximum results (Suryani & Maulana, 2019)

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DISCUSSION

Implementation of Work Discipline in BKPSDM

The findings of the interviews showed that the BKPSDM used a GPS-based attendance application and selfies, which reflected the preventive discipline approach according to Sutanjar & Saryono, namely preventing violations through a surveillance system. However, informant 1 mentioned that attendance sometimes has obstacles due to signals so that the attendance process is constrained. This is in line with research from Muizu, which states that inadequate technological infrastructure can hinder work discipline. In addition, compliance with the dress code was largely met, but Friday's violations showed a lack of corrective discipline, such as strict sanctions. (Sutanjar & Saryono, 2019) (Muizu et al., 2016)

Barriers to Work Discipline

The findings of the interviews show that lack of personal awareness is a major obstacle in the application of work discipline. Informant 1 stated, "Low awareness of certain individuals or underestimating existing regulations," highlighting the attitude of employees who do not prioritize compliance with the rules. Informant 2 adds, "They may tend to underestimate small things," such as dress code or punctuality. This phenomenon is in line with Sutanjar & Sariono's theory, which states that low motivation and lack of self-awareness are external factors that weaken work discipline. (Sutanjar & Saryono, 2019)

BKPSDM's Efforts to Improve Work Discipline

Informant 1 stated that "efforts are made to improve work discipline, namely consistency and giving appreciation to disciplined employees." Consistency in the implementation of rules, such as GPS app-based attendance systems and selfies, reflects a preventive disciplinary approach according to Sutanjar & Saryono, which aims to prevent violations through regular supervision. Informants 2 and 3 added that "if the rules are applied strictly and fairly to all employees, discipline will definitely increase." This statement highlights the importance of corrective discipline, that is, the application of sanctions to correct violations . In the context of BKPSDM, strict and fair enforcement of rules is needed to overcome obstacles such as delays. On the other hand, however, the interview findings in sub-chapter 4.1.3 show that minor violations are only dealt with verbal reprimands by colleagues or superiors, without formal sanctions. This is compounded by the lack of firmness of sanctions, as implied by the observation that

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repeated violations are not followed by decisive action. The theory of organizational justice put forward by Muizu emphasizes that the application of fair rules increases employees' perception of the legitimacy of the rules, thereby encouraging compliance. Lack of justice in law enforcement at BKPSDM, such as differences in treatment between employees, can reduce motivation and discipline. (Sutanjar & Saryono, 2019) (Sutanjar & Saryono, 2019) (Muizu et al., 2016)

RESULTS DISCUSSION

In discussing research findings on the implementation of work discipline at the Bekasi Regency Personnel and Human Resources Development Agency (BKPSDM) in a reflective manner, by connecting the findings to theory, comparing with previous research, and identifying gaps and research contributions. This discussion integrates observational findings (sub-chapter 4.1.2), interviews (sub-chapter 4.1.3), and data analysis (sub-chapter 4.2), to answer the formulation of problems regarding the application of work discipline, obstacles, improvement efforts, and their impact on productivity.

Theory-Based Findings Analysis

The findings of the research at BKPSDM show that work discipline is applied through a GPS and selfie application-based attendance system, which reflects a preventive discipline approach in accordance with the theory described by Sutanjar & Saryono, as described in sub-chapter 4.2.1. This approach aims to prevent violations through technological supervision, in accordance with the definition of work discipline as compliance with structured rules. However, the signal constraints that cause the delay in attendance, as revealed by Informant 1 (sub-chapter 4.1.3), show that the effectiveness of preventive discipline depends on adequate technological infrastructure, as emphasized by Pertiwi that work discipline requires supporting facilities for the work environment. It expands on Sutanjar & Sriyono's theory by highlighting the role of technology as an external factor in work discipline. The main obstacles, namely lack of personal awareness and a disdain for small rules (sub-chapter 4.2.2), are in line with the theory that low motivation weakens work discipline . Informant 1 stated that "low awareness of certain individuals" was the main cause, while Informant 2 mentioned a tendency to "underestimate small things" such as dress codes. This phenomenon reflects the weakness of preventive discipline independently, as Safitri & Sutjahjo explain that discipline requires an individual's commitment to comply with norms without external pressure. The lack of firm sanctions for repeated violations, such as tardiness or the use

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of working time for personal activities (sub-chapter 4.1.2), also supports the corrective discipline theory described by Sutanjar & Saryono which asserts that sanctions are necessary to correct violations. (Sutanjar & Saryono, 2019) (Safitri & Sutjahjo, 2020) (Pertiwi, 2017) (Sutanjar & Saryono, 2019) (Suryani & Maulana, 2019) (Safitri & Sutjahjo, 2020) (Sutanjar & Saryono, 2019)

Efforts to improve discipline, such as consistency of rules and rewards (sub-chapter 4.2.3), reflect the progressive discipline described by Sutanjar & Sarayono, which aims to motivate employees through positive reinforcement. Informant 1 mentioned the importance of "consistency and reward for disciplinary employees," while Informants 2 and 3 emphasized "firm and fair" enforcement of the rules. This is in line with the theory of organizational justice put forward by Fira, which states that the perception of fairness in the application of rules increases employee compliance. However, the lack of formal sanctions and a structured reward program in the BKPSDM shows that progressive and corrective discipline is not optimal, as explained by Irwan & Latief that work discipline requires a combination of supervision, sanctions, and incentives. (Sutanjar & Saryono, 2019) (Fira et al., 2021) (Irwan & Latief, 2023)

Gap Identification and Research Contribution

Previous research such as , to , has tended to focus on internal factors such as motivation, leadership, and fairness in work discipline, but has less discussed the role of technology as external factors. This study fills the gap by showing that signal constraints in the attendance application (sub-chapter 4.1.3) weaken preventive discipline in BKPSDM, an aspect not identified in previous studies. In addition, previous research did not specifically examine work discipline in the context of local governments with limited technological infrastructure, such as Bekasi Regency, making this research relevant to local contexts. (Suryani & Maulana, 2019) (Fira et al., 2021)

Theoretical Contribution: This study expands on the theory of work discipline put forward by Sutanjar & Saryono by adding technology as a moderation factor in the discipline-productivity relationship, as explained by the finding that signal constraints affect tardiness and efficiency (sub-chapter 4.2). This research also strengthens the theory of organizational justice put forward by Fira with evidence that the lack of fair enforcement of rules in BKPSDM decreases employee motivation. (Sutanjar & Saryono, 2019) (Fira et al., 2021)

Practical Contributions: This study recommends specific solutions for BKPSDM, such as improving technological infrastructure (e.g., provision of Wi-Fi), implementing

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strict sanctions for repeat violations, developing formal rewards programs (e.g., exemplary employee certificates), and work discipline training to increase employee awareness. These recommendations can improve discipline and productivity in BKPSDM, supporting the organization's vision for a professional bureaucracy (sub-chapter 1.1.2). Policy Contributions: This study proposes regional policies to support reliable attendance infrastructure, such as budget allocation for internet networks, as well as regulations governing disciplinary awards and sanctions. This proposal can be a reference for the Bekasi Regency government in personnel reform.

CONCLUSION

The Implementation of Work Discipline

The Bekasi Regency BKPSDM implements a work discipline policy through a GPS-based digital attendance system and selfie photos, as a form of preventive measures to prevent disciplinary violations. Employees are required to attend at 08.00 WIB and return home attendance between 15.00 to 15.30 WIB, by activating the location feature and uploading a photo of themselves. However, the implementation of this system is not optimal due to network disruptions, so that a number of employees who are actually on time are still recorded late. Although the level of compliance with dress rules is quite good, there are still minor violations such as not putting clothes in pants. This reflects the weak enforcement of corrective discipline, which is only followed up with verbal reprimands. (Sutanjar & Saryono, 2019)

Obstacles in Work Discipline

The main problems in the implementation of work discipline include a lack of individual employee awareness, such as a disregard for simple rules, including punctuality and dress etiquette. In addition, the limitations of technological infrastructure, such as unstable internet signals, are also an obstacle. Another weakness lies in the application of less stringent sanctions against repeat violations, such as tardiness and abuse of working time for personal activities, such as playing mobile phones or shopping online. These findings are in line with the view that low motivation and inadequate facilities are external factors that affect low work discipline. (Sutanjar & Saryono, 2019)

Efforts to Improve Discipline

BKPSDM has taken steps to improve employee discipline, including by implementing a consistent attendance system and giving appreciation to employees who

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obey the rules, which is a reflection of the progressive discipline approach. However, these efforts are still not optimal because there is no strong formal sanction system for repeated violations, as well as a lack of structure in awarding, such as the absence of certificates or other forms of official appreciation. Based on the views of the informants, strict and fair enforcement of rules is very important to form discipline, in accordance with the concept of organizational justice. (Sutanjar & Saryono, 2019) (Fira et al., 2021)

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