

Analysis of Employee Discipline as a Determinant of Public Service Performance: A Case Study at the Social Service of Gorontalo Province

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Abstract

This study aims to analyze employee discipline as a determining factor in improving public service performance at the Social Service of Gorontalo Province. Effective and efficient public services require clear procedures, transparency, and certainty in service. However, based on initial observations, several problems related to employee discipline were found, such as late arrival to the office, violation of dress code, and untimeliness in delivering data and information to the public. This has an impact on unsatisfactory service quality and complaints from the public. This research uses a qualitative approach with a case study at the Social Service of Gorontalo Province. The results showed that employee discipline is not optimal, which is characterized by frequent late arrivals, early departures, and non-compliance with standard operating procedures (SOPs). In addition, technical constraints such as unstable internet networks also affect service performance. This finding is different from previous research which showed that employee performance was quite good at the Bidara Cina Village Office, East Jakarta. However, it is in line with research at the Pekanbaru Community Training Center which found that employee discipline was not running optimally due to lack of supervision and dishonesty in recapitulating attendance data. This study recommends the need for increased supervision, staff development, and the utilization of technology to improve public service discipline and performance.

Keywords: Employee Discipline, Performance, Public Service.

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I. INTRODUCTION

Service improvement in government administration is focused on efforts to simplify services, speed up services, shorten transparency bureaucracy, and certainty in services, so that through service improvement it is hoped that public complaints about services provided by government officials so far, such as procedures and procedures for services provided are unclear, convoluted time and uncertain service costs will be avoided. Public service according to Sinambela is the fulfillment of the wants and needs of the community by state administrators. Public service can be interpreted as providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the main rules and procedures that have been determined [1]

Gorontalo Province social service is one of the implementers of regional autonomy which has the main task in carrying out regional government affairs in the social sector based on the principles of regional autonomy and assistance tasks. The social service of Gorontalo Province is under the auspices of the Ministry of Social Affairs of the Republic of Indonesia (kemensos) which was formerly the Department of Social Affairs (Depsos), a ministry that has the task of organizing the government. The Governor Regulation (PERGUB) of Gorontalo Province Number 38 of 2022 in article 215 states that the social service of Gorontalo Province is under and responsible to the Governor. Furthermore, article 216 states that the Social Service of Gorontalo Province carries out government affairs in the social sector to assist the Governor in organizing the government (PERGUB, No. 38/2022).

Discipline is the attitude of a person's willingness and willingness to obey applicable norms and regulations. The main purpose of enforcing work discipline is to increase maximum work efficiency and effectiveness. According to Heidrachman, what is meant by discipline is an attitude, behavior and actions that are in accordance with the rules of the organization, both written and unwritten. According to Moenir in saying

discipline is an effort to create conditions in an orderly, efficient and effective work environment through an appropriate regulatory system [2]

Problems regarding employee discipline have been very often discussed both by the mass media and the public. This is because an employee must provide good service to the community. But in reality, employees often commit violations such as being outside the office during working hours, unsatisfactory service quality and many more.

Another problem related to the undisciplined employees of the Gorontalo Provincial Social Service is that they are often not on time when coming to the office which according to the SOP provisions of the Gorontalo Provincial Social Service must come on time at 08:00 WITA but in reality employees often come late and even deliberately come late to the office. Based on researchers conducting an initial interview with one of the employees (Date 10 May 2024) said by one of the employees, Mr. Yanto Payuyu who works at the Social Service of Gorontalo Province that the poor performance of employee public services because employees often come late and go home quickly and often violate dress codes such as wearing mukennah during working hours and also wearing sandals. It was said again by one of the people who dealt in this office, Mr. Fahri, when the researchers conducted an initial interview about the performance of public services at the Gorontalo Provincial Social Service, that the performance of public services in this office is still not good, this can be seen when dealing in the office often the employee concerned is difficult to find in place.

Furthermore, employees of the Gorontalo Province Social Service often do not submit data and information on time, which according to the SOP is submitted a maximum of 3 days from the time the request letter is received because the head of the agency is usually outside Gorontalo so it is late to submit requests from the community.

Based on the results of these initial observations, the researcher paid attention to the problem of public service performance at the Gorontalo Province Social Service and based on the research context above, it is necessary to conduct research on "Analysis of Employee Discipline as a Determining Factor for Public Service Performance: A Case Study at the Social Service of Gorontalo Province" with the hope of improving public service performance and increasing employee awareness of the problems that researchers have done with the aim of analyzing employee discipline as a determining factor in improving public service performance.

II. LITERATURE REVIEW

2.1 Public Service

Public Service is a fulfillment of the rights of basic needs of the state to its people. In public services, the government is expected to provide quality services, clear procedures, concise time, and reasonable costs continue to increase from time to time. These demands continue to grow in accordance with the realization that citizens have the right to receive services, and the government is obliged to serve. According to Pamudji, Public Service originates from the meaning of Public Service, namely various activities aimed at meeting people's needs for goods and services [3]

Service products provided by the government are often found to be inconsistent with the service promises written in service procedures or the vision and mission of public organizations. Many service products whose quality is not as good as the applicable standards, such as the existence of roads that are easily damaged after being built, the attitude and behavior of service officers who do not provide a sense of comfort for the community, and convoluted bureaucratic procedures are clear evidence of the lack of commitment of service providers to provide the best quality for services provided by the government [3]

Public Services are the focus of the study of public administration disciplines in Indonesia, still a problem that needs comprehensive attention and resolution. Such hypotheses qualitatively, for example, can be easily proven where we see various demands for public services as a sign of their dissatisfaction every day. In the 1945 Constitution that the purpose of the Indonesian State government is to protect the entire Indonesian nation and the entire Indonesian blood sphere and to promote general welfare, educate the nation's life, and participate in implementing world order. From these objectives are implied as services to the community, services for welfare, services to educate, and services for the implementation of world order [4] Furthermore, in the Law. NO. 25 Year 2009 on public services can be used as a basis for improving public services by state civil apparatus or government.

2.2 Employee Performance

Performance is a person's success in carrying out tasks, the results of work that can be achieved by individuals or groups in a company in accordance with their respective duties and responsibilities or about how a person is expected to function and behave in accordance with the duties and responsibilities that have been given to him as well as the quality, quantity, and time used in carrying out tasks [5]

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, not against the law, and in accordance with morals and ethics. Performance can also be interpreted as quality, quantity, and time used to the extent of carrying out tasks [6]

Performance according to Robbins & Coutler [7] says performance is a result achieved by the employee in his job based on certain criteria that apply to a particular job, in other words that employee performance is a function of the interaction between ability and motivation.

Performance is the result of work that can be achieved by a person or group of people in a company. According to (Sugiono, 2018) [8] There are several indicators in individual employee performance, there are six indicators, namely:

1. Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks.
2. Quantity. Represents the amount produced expressed in terms such as number of units, number of cycles of activity completed.
3. Timeliness. It is the degree to which activities are completed at the beginning of the stated time, from the point of view of coordination with output results and maximizing the time available for other activities.
4. Effectiveness. It is the degree to which the use of organizational resources (manpower, money, technology, raw materials) is maximized with the intention of increasing the output of each unit in the use of resources.

So that employee performance is an achievement or work result produced by the ability of an individual or group based on skills, experience, ability, and time to the maximum [8]

2.3 Discipline

Discipline is the attitude of a person's willingness and willingness to obey applicable norms and regulations. The main purpose of enforcing work discipline is to increase maximum work efficiency and effectiveness. According to Heidrachman [2] what is meant by discipline is attitude, behavior and actions in accordance with the rules of the organization, both written and unwritten. According to Moenir [2], discipline is an effort to create conditions in an orderly, efficient and effective work environment through an appropriate regulatory system. Based on the opinions of the experts above, it can be concluded that discipline is an attitude or behavior of someone who must comply with the rules that have been set to achieve common goals.

Discipline is a behavior that must be instilled in every individual both within the organization and outside the organization, each individual must be willing to follow and obey all applicable rules and those that have been mutually agreed upon beforehand, and be willing to accept all the consequences if at any time they violate these rules. Discipline is an effort to prevent violations of the provisions that have been mutually agreed upon in carrying out activities so that punitive guidance to a person or group is avoided. Discipline is a tool used by managers to coordinate with their subordinates, with the aim of emphasizing employee changes in increasing awareness of complying with applicable rules and norms [9]

Work discipline is very important in an effort to ensure the maintenance of order and the smooth implementation of each task. Without high work discipline it is difficult for the Company to succeed, in enforcing work discipline every violator of work discipline is subject to punishment. Violators of discipline are every word and action of employees who violate the provisions or rules of employee work discipline both inside and outside working hours, while disciplinary penalties are penalties imposed on employees for violating employee work discipline rules [10]

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all applicable social rules and norms. For example, some employees are accustomed to being late for work, ignoring safety procedures, neglecting the detailed work required for their jobs, disrespectful actions [11]

In carrying out every daily activity or activity, discipline is often defined as being dexterous, precise, both in time and place. Whatever form the activity takes, if it is carried out with consequence, then the "predicate" of discipline has damaged into one's soul. Discipline is a person's awareness and willingness to obey all company rules and social norms that apply [12]

III. METHODS

The research method used in this research is to use a method in the form of a qualitative approach with descriptive research type. Qualitative research methods are research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior [3]

The data used are primary and secondary. Primary data in this study are the results of interviews, observations and documentation. while secondary data are in the form of organizational structures, books, and journals related to employee performance [3]

The data that has been collected is then analyzed through the following stages:

1. Data Collection
Data collection is carried out by the author from the results of interview answers, documentation and observation results, as well as literature from books and journals related to the research conducted.
2. Data Reduction
Data reduction is an activity of sorting out the main things, summarizing, and focusing on important things related to research so that conclusions can be drawn.
3. Data Exposure
4. Data Exposure is an activity of describing or collecting data that has been sorted so that conclusions can be drawn.
5. Inference
Drawing conclusions is in the form of research results that have answered the research focus.

IV. RESULT AND DISCUSSION

3.1 Employee Discipline

Discipline is a management action to encourage members of the organization to meet the demands of various provisions that must be obeyed by employees. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that employees can work cooperatively with other employees and improve their work performance.

There are several factors that can affect employee performance [12] among others:

- a. Employee satisfaction is one of the factors that is very important to get optimal work results. Employee satisfaction reflects a person's feelings towards their work. When a person feels satisfaction at work, he will make every effort to complete his work. Thus, employee performance and results will increase optimally.
- b. Job promotion, individual employee performance is also influenced by the promotion that will be given employees. Organizations that can guarantee the provision of clear promotions to their employees will spur an employee to be able to improve his performance in order to get a promotion from his organization.
- c. Leadership, in organizational life, leaders play an important role in efforts to achieve predetermined goals. Whether a leadership is good or not will determine employee performance. Leadership that excites employees is a source of motivation, a source of enthusiasm and a source of discipline in carrying out the tasks for which they are responsible.

Based on the results of research on Employee Discipline Analysis as a Determinant of Public Service Performance: A Case Study at the Social Service of Gorontalo Province, it was found that employee discipline at the Social Service is not good enough. This can be seen in the table below:

Table 1.1 Recapitulation of Attendance of ASN Employees at the Gorontalo Provincial Social Service Office in January-April 2024

NO	Mounth	Number Of Employees	Absent	Late Entry	Hurry Home
1	January	73	24	28	11
2	February	73	8	36	12
3	March	73	16	37	17
4	April	73	9	32	14

Secondary Data Source: New-Siransija Website Android Presence 2024

Based on Table 1.1, it can be concluded that there are still many employees who are not disciplined towards attendance as evidenced by employee attendance and researchers see that there are still many employees who stall for rest time from the regulations that have been set.

But employees who are often undisciplined towards time will get a letter of reprimand from the leadership because it will have an impact on their performance and there is a further staffing coaching program so that employees can be more disciplined at work. Furthermore, the performance of employees of the Gorontalo Province Social Service is quite satisfactory.

Employees must be able to complete their work in accordance with the specified time. If employees cannot do their work on time, then employee work productivity is not going well. Therefore, employees are expected to be fast in completing their work, both effectively and efficiently [13]

Based on the research findings, it was found that the dimension of timeliness owned by employees to improve employee performance at the Social Service of Gorontalo Province. In terms of timeliness, it shows that it is quite good. This is reflected in employee discipline in terms of better attendance and task completion. Efforts that have been made, such as increasing awareness of the importance of punctuality, strengthening supervision, and creating a conducive work environment, have contributed to improved performance. It can be concluded that punctuality is one of the key factors in improving the performance of public services at the Gorontalo Province Social Service. By continuing to improve timeliness, it is expected that social services provided to the community can be better and meet expectations.

Based on the results of the researchers' observations, the researchers found that the dimension of timeliness was not optimal enough, because the relevant employees needed by the community usually came late and in accordance with the SOP that data and information were submitted a maximum of 3 days from the time the request letter was received, it was usually not on time, because the head of the agency or the head of the field was out of town so that the letter had not been dispositioned by the leadership so that the community's needs were late to be fulfilled. And the work plan sometimes is not yet appropriate because one of the obstacles is the internet network, making it difficult to do digital-related work.

The results of this study differ from the results of previous research by Heidy Amalia, et al, who found that the results of research on the performance of civil servants in the Bidara Cina Village Office, East Jakarta Administrative City, found that the performance of civil servants in Bidara Cina Village was generally quite good. This can be seen from the cohesiveness of employees in coordination and teamwork. However, there must be a further staffing coaching program so that employees can be more disciplined at work. Furthermore, the performance of civil servants in Bidara Cina Urban Village, East Jakarta Administrative City is quite satisfactory. So far the employees have been quite helpful to the community in providing services and have worked well in accordance with the established procedures [14]

Furthermore, the results of this study are in line with the results of previous research by Weli Eraywana, et al who found that the results of research on Employee Discipline for Performance Improvement at the PekanBaru Community Training Center that employee discipline does not run optimally in improving organizational performance because it does not run according to the rules, the attitude and behavior of a civil servant to violate discipline in various ways is irresponsible and this happens due to lack of leadership supervision because there are too many and long outside services and dishonesty of subordinates in recapitulating finger print data. In addition, because they consider finger prints only as a means of filling out attendance lists, adherence to work rules, adherence to work standards, high levels of vigilance, ethical work is not going well because finger

prints are not used as a disciplinary tool for leadership communication so that employees are willing to change their behavior as an effort to increase their own awareness [15]

V. CONCLUSIONS

Based on the results of the above research, the researcher can draw conclusions about the Analysis of Employee Discipline as a Determining Factor for Public Service Performance: Case Study at the Social Service of Gorontalo Province that employee discipline is not running optimally because there are still many employees who do not comply with applicable rules and lack of leadership supervision due to too much and long service outside and employee dishonesty in recapitulating online attendance.

Based on the results of the researchers' observations, the researchers found that the dimension of timeliness was not optimal enough, because the relevant employees needed by the community usually came late and in accordance with the SOP that data and information were submitted a maximum of 3 days from the time the request letter was received, it was usually not on time, because the head of the department or head of the field was out of town so that the letter had not been dispositioned by the leadership so that the community's needs were late to be fulfilled. And the work plan is sometimes not in accordance due to one of the obstacles, namely the internet network, making it difficult to do work related to digital.

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