Optimizing the Performance of the State Civil Apparatus through Increasing Employee Discipline (Study at the Social Service of Sumedang Regency)

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Abstract
Discipline of the State Civil Apparatus or commonly called ASN is an absolute thing that must be done if you want to improve performance. Work discipline is a problem that always occurs in every organization, including the Social Service of Sumedang Regency. One effort to improve the discipline of ASN is to provide employee training in collaboration with institutions or third parties regarding training that is mental and training that improves work skills competence. Therefore, the purpose of this study is to improve the level of employee discipline in order to enhance the efficiency of the state’s civil machinery. In this investigation, a qualitative strategy is combined with a descriptive research approach. According to the findings of the study, discipline is of utmost significance in terms of enhancing the performance of the State Civil Apparatus, indicating the necessity of occupational training. In this study, the authors propose 6 scopes of work training that must be carried out by ASN to improve their work discipline, namely employee motivation development training, leadership training, effective communication technique training, self-introduction training and acknowledgment management training.

Keywords: Performance, Discipline, Training, State Civil Apparatus.

Introduction
Along with technological developments that lead to the era of public information disclosure, government performance is getting easier to be monitored by the wider community (Kumorotomo, 2008). The right of every citizen to obtain public
information has also been guaranteed by the Public Information Disclosure Act (KIP). State institutions are required to fulfill requests for information from the public if the information is not confidential (Hutahayan, 2019). Complaints about maladministration such as abuse of authority that cause material and non-material losses to the public can be easily submitted through the complaint channels in each agency. With increasing transparency, state institutions are increasingly required to always strive for improvements in bureaucratic governance (Gedeona, 2010).

As a component of the state apparatus and public servants, the State Civil Apparatus (ASN) plays a crucial role in the development of a law-abiding, modern, civilized, democratic, prosperous, fair, and moral civil society in order to provide services fairly and equitably to the community, uphold national unity and integrity with unwavering allegiance to Pancasila and the 1945 Constitution (Herdin & Suyitno, 2016). Employee discipline must be administered with clarity because it reflects an employee’s work performance. As a result of the significance of discipline for ASN, the Government, through the Minister of Administrative Reform Bureaucratic Reform (Menpan RB), always pushes for staff to boost their degree of discipline in an effort to enhance their work performance. ASN discipline is an absolute (Makaduro, 2014). In addition, ASN on duty who interact directly with the community or who work in the service unit directly for the community must be able to comply with obligations and avoid prohibitions specified in laws and regulations and official regulations, which, if disobeyed or violated, will result in disciplinary action (Mustafa, 2017).

According to Hasibuan (2005), the sixth operational function of Human Resource Management is discipline. Discipline is the most crucial operational function of Human Resource Management because the more disciplined an organization's employees are, the greater its ability to achieve optimal results. Hasibuan's (2005) discipline is one of the attitude models that can be utilized to determine a leader's discipline when addressing the elements that influence staff discipline. Exemplary leadership, fairness, waskat, firmness, punitive sanctions, and human interactions are the characteristics that define a leader's disposition. Additionally, discipline is the understanding and willingness of someone who follows all applicable societal standards and conventions. Reflects a person's sense of responsibility for the responsibilities he has been assigned. This promotes work enthusiasm, morale, and the accomplishment of objectives (Tanjung, 2017).

According to Syahputra et al. (2020), discipline is the awareness and willingness of an individual to comply with all applicable societal rules and standards. From the above, it can be deduced that work discipline is a state of order in which an individual or group who is a member of the organization aspires to comply with and carry out existing written and unwritten norms (Madiistriyatno, 2015).

Discipline is also one of the important points in organizational management. An organization will develop and run well if it is also supported by competent members (Agustina & Bismala, 2014). Discipline is one of the things that can determine whether a person is competent or not. In office management, discipline is one of the main principles that must be carried out if you want to achieve goals quickly (Revida et al, 2021). In organizations, employee discipline is needed in carrying out each of their main duties and functions (Kusuma, 2013).
However, the public's assessment of the performance of ASN is still not good because the services provided are still not satisfactory and have not run optimally (Aditama & Widowati, 2017). These problems are caused by the low quality and mismatch of competencies possessed by ASN, the service approach is too formalistic, and the lack of ASN initiative to try to take a contextual approach based on the development of the aspirations of the service user community (Utomo, 2008). People expect ASN to be able to become professional and moral employees and are required to have awareness of their obligations as state servants who serve the community instead of asking to be served by the community (Paisa et al, 2019). Therefore, the government seeks to improve the quality of ASN by making disciplinary regulations that contain ASN rights, ASN obligations, prohibitions, and sanctions given (Saleh, 2014). The government has also issued regulations such as Law no. 5 of 2014 concerning State Civil Apparatus, Government Regulation No. 53 of 2010 concerning Civil Servant Discipline, and other derivative rules made by each ministry/institution.

The Ministry of Social Affairs of the Republic of Indonesia is one example of an organization or government agency that requires high employee discipline to support the work of the ministry. More specifically, the researcher wants to examine the discipline of the Sumedang District Social Service employees after going through worker training. Job training for employees of the Sumedang Regency Social Service is held by the Ministry of Manpower of the Republic of Indonesia as one of its work programs in improving the quality of employees in collaboration with 3rd parties in training employees such as the Professional Certification Institute, with the aim of training employees professionally with professional staff.

The purpose of employee training is to remedy performance inadequacies caused by a mismatch between actual and desired behavior. Employee motivation will inspire employees to fulfill their duties as effectively as possible, and a disciplined attitude will enhance employee performance (Sahangggamu & Mandey, 2014). So the purpose of this study is to find out whether through job training will improve the discipline of the Sumedang District Social Service employees so that they can optimize the performance of ASN.

Method

This study employs a qualitative approach that has a descriptive point of view for its methodology. Sugiyono (2011) asserts regarding qualitative research methods, "that qualitative research methods are naturalistic research methods because the research is carried out in natural conditions (natural settings); referred to as a qualitative method because the data collected and the analysis is more qualitative in nature. " The decision to use a qualitative method for this research allows for the investigation and collection of information and facts from the informants in their natural state, according to the perspectives of the informants themselves. This is accomplished through the collection of data in the form of facts that are disclosed, according to the language and perspectives of the informants. Therefore, researchers try to provide as many opportunities as possible for informants, in order to ensure that all of the information provided by informants is disclosed in its entirety and in a comprehensive manner.
Results And Discussion

State Civil Apparatus Discipline

One of the most crucial aspects of any company is its level of discipline. It is believed that it is essential since the employees' level of discipline will determine how well they accomplish their jobs in the organization. When it comes to work performance, the level of employee discipline directly correlates to how well one can do their job. One's level of self-discipline is a direct reflection of the extent of the responsibilities placed on them to carry out the tasks that have been delegated to them and which inspire one's passion and excitement for their profession. In most cases, a well-disciplined workplace is one in which people consistently and punctually report for work. At work, they always seem professional and put together. They exercise caution when working with the materials and equipment. They generate a sufficient number of work of a satisfactory quality, adhere to the work strategy established by the agency, and perform very well in completing it (Hasibuan, 2005).

Article 1 of Government regulation no. 53 of 2010 concerning the discipline of the State Civil Apparatus states that civil servant discipline is the ability of civil servants to comply with obligations and avoid prohibitions specified in laws and / or official regulations which, if not obeyed or violated, will be subject to disciplinary punishment. This definition of civil servant discipline can be found in the context of the regulation concerning the discipline of the State Civil Apparatus. It makes clear the nature of the disciplinary sanction that may be imposed on the offender in the event of a violation of the disciplinary code. The purpose of this document is to serve as a guide for officials who are authorized to punish in order to provide clarity regarding the imposition of disciplinary punishments. In a similar vein, the boundaries of the officials' authority that are vested with the power to impose sanctions are outlined in this rule issued by the government.

With increased discipline, an ASN directly or indirectly concerned has created seeds for himself to improve his performance, because by self-discipline, he has essentially opened himself up for his progress and success (Arifin, 2013). There have been many fame and greatness of great people who have lived in history, they liken discipline as a way of life in their life, because they realize that if they do not discipline themselves, they will face problems as professionals. Even for a leader or anyone who can achieve authenticity in working in their respective fields, they are sure to do and practice high self-discipline. We all also want to have a lot of success in our lives. But are we ready or willing to pay first for the success that we desire with high discipline. Because to achieve a success we are required to build a habit called discipline.

There is no other way to build a habit, except to carry out an action repeatedly with discipline, from the above opinion it is very clear that by getting used to discipline, we can develop the potential and superior energy that is within us to achieve what we want. Whatever one's desire for success, discipline cannot be separated from it. and we can see from successful people are people who are full of discipline. Without discipline, a person will not be able to complete everything he has planned. He will not be able to carry out a strategy on an ongoing basis to achieve goals if he does not have discipline. Discipline is what keeps us on track, no matter how hard it is. A disciplined person knows what needs to be done and focuses on it.
Discipline trains determination in carrying out what should be done and has been decided (not fickle, indecisive).

In the book Developing the Leader Within You, John Maxwell (1993) states that there are two things that are very difficult for a person to do. First, do things in order of importance (setting priorities). Second, continuously doing these things in order of importance with discipline. This explanation leads us to know and understand ourselves, how to change what was originally our mediocre performance to extraordinary, various ways that can be done, namely by utilizing the extraordinary potential within us. However, all of this will be meaningless if we don't start from now on. We have to do something for our life because only we alone can change our life. Doing something means taking the first step, which is to set our goal or target and don't delay until the situation is perfect for us. Then, do it with discipline, so that we deserve to get what we want.

As an ASN there are several ways that can be used in training discipline to achieve high performance, including the following:

a) Think about what you really want. I'm sure we all have a lot of desires. Decide on the desire that you are most likely to achieve as a daily goal. Make sure each day you have a goal that is realistic, clear and specific. Also make sure you have tried your best and succeeded in realizing these targets every day. This method will train you to act disciplined, because you are required to prioritize activities that enable the achievement of these targets.

b) Practice This is necessary, because every habit and pattern of behavior that is formed by practicing discipline is no longer a burden but becomes our habit.

c) Consistent. In practicing discipline, we are required to be consistent in living it, so that we succeed in forming habits in order for us to achieve high performance.

Improvement of ASN Discipline through Job Training at the Social Service of Sumedang Regency

The Social Service of Sumedang Regency collaborates with the Center for Productivity Improvement (BBPP) and the Ministry of Social Affairs of the Republic of Indonesia to organize training for employees, both indoor training and outdoor training which is packaged in the form of an employee Capacity Building program which is:

a. Employee Motivation Development Training, the focus is on developing employee spirit and mindset through motivational trainings by integrating indoor training methods and outdoor training methods.

b. Leadership Training (Leadership), the Social Service of Sumedang Regency will send several employees to participate in a program implemented by the Ministry of Social Affairs of the Republic of Indonesia in collaboration with training providers in order to improve leadership quality.

c. Effective Communication Techniques Training, this training is carried out in order to develop techniques and ways of communicating both internally and externally, namely direct communication and indirect communication needed by employees to improve the quality of work results. This training method was
developed through solving case studies, practicing communication, and playing communication games among fellow trainees.

d. Self-Introduction Training, this self-introduction training aims to find self-potential that can be developed by each individual employee so that confidence and the ability to move both oneself and others arise in the context of carrying out higher quality tasks.

e. Training on Strengthening Cooperation and Knowledge Development (Acknowledge Management), this program is carried out in order to increase cooperation in the workplace and improve the knowledge sharing system among fellow employees.

ASN selected to participate in the training program is adjusted to the program offered with the needs of the unit or division of the related field. Post-training as described above can build employee self-confidence, a better cooperation system, obedience and discipline of employees, the ability to apply productivity-enhancing techniques, and better leadership quality than before the training.

Conditions after training develop into an organization that is able to achieve its targets and objectives in carrying out its main tasks and functions. Functional officials in the Sumedang District Social Service organization are increasingly confident in carrying out their duties as a result of the positive influence of the training materials they have received. The Social Service of Sumedang Regency is getting better at providing services in improving the quality and productivity of labor to people of productive age. The Social Service of Sumedang Regency has also improved well as reflected in the increasingly conducive working atmosphere and mutual support. The Sumedang District Social Service has also carried out routine activities such as holding employee briefings, weekly and monthly meetings which are always carried out according to a predetermined schedule through the decision of the Sumedang District Social Service. Weekly meetings take place in order to share knowledge which is then used to solve various problems in the implementation of work. Meanwhile, monthly meetings are held for the purpose of evaluating and monitoring the implementation of activities for one month which aims to find the main problems and formulate a joint response plan followed by setting targets in accordance with the indicators of success that have been formulated. In the implementation of these meetings, it can be carried out with full responsibility with commitment both individually and in groups or in organizational fields.

The results of increasing discipline, cooperation, and competence of employees within the Social Service of Sumedang Regency are able to improve the quality of public services that must be carried out in accordance with their main duties and functions.

Conclusion

Discipline in ASN to achieve performance, is very important considering the things that we already know, that the impact of attitudes that are not disciplined is very bad influence on the continuity of our performance as state civil servants, and will have an effect in the long run. It is inconceivable that if there are no more disciplined people, then do not expect the performance in question to be better. Besides that, we also need to know that in the process of getting used to self-
discipline, besides taking time, it is also necessary to adapt to the environment around us, especially the work environment which must be more conducive.

The improvement of ASN discipline within the Sumedang District Social Service is carried out through job training through indoor and outdoor training which includes employee motivation development training, leadership training, effective communication technique training, self-introduction training and acknowledgment management training. From the results of the training, it is proven that it can change the mental attitude of Asn to be better, more enthusiastic, improve the quality of service to the community, increase cooperation systems and share knowledge activities that can be carried out properly.

References
Government Regulation No. 53 of 2010 concerning Civil Servant Discipline.
Law No. 5 of 2014 concerning State Civil Apparatus.


