



THE INFLUENCE OF LEADERSHIP, COMPENSATION, AND SANCTIONS ON THE WORK DISCIPLINE OF CIVIL SERVANTS AT THE SECRETARIAT OF THE REGIONAL PEOPLE'S REPRESENTATIVE COUNCIL (DPRD) BARRU REGENCY

Sukmiah

*ITBA Al Gazali Barru
sukmiah@algazali.ac.id*

Muliati

*ITBA Al Gazali Barru
muliati@algazali.ac.id*

ABSTRACT

This study examines the factors influencing the work discipline of Civil Servants (ASN) at the Secretariat of the Regional People's Representative Council (DPRD) in Barru Regency. Using a quantitative descriptive research approach, this study evaluates discipline based on four key indicators: punctuality, adherence to regulations, work responsibility, and task execution. Data were collected through surveys and analyzed to identify the strengths and weaknesses in these areas. Results indicate that overall, ASN discipline is categorized as "fair," with punctuality being the most problematic area. Leadership, compensation, and sanctions were found to significantly influence discipline levels. The study recommends improvements in punctuality, regulation compliance, resource usage, and the strengthening of leadership and sanction enforcement to enhance work discipline among ASN.

Keywords: work discipline, civil servants, leadership, compensation.



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A. INTRODUCTION

The success of national development depends significantly on the presence of competent and highly dedicated human resources who actively contribute to its realization. Achieving effective development outcomes requires individuals to demonstrate not only technical capabilities but also mental preparedness, work ethic, and discipline. These attributes are particularly critical in public institutions, where discipline directly correlates with the attainment of organizational goals.

In any organization, whether public or private, human resources play a pivotal role in determining success. High levels of discipline among employees contribute to better performance, ensuring tasks are executed efficiently and organizational objectives are met. The rapid advancement of technology and science has further accentuated the need for discipline,

as organizations must adapt to dynamic environments to ensure sustainability and achieve long-term goals. Effective management of human resources is therefore a cornerstone for fostering discipline, enhancing individual accountability, and driving organizational success.

Work discipline encompasses adherence to organizational policies, norms, and standards, forming a fundamental aspect of human resource management. A disciplined workforce is essential not only for maintaining organizational order but also for fostering a culture of responsibility and excellence. Previous studies have highlighted that discipline is a critical factor influencing employee performance, with a direct impact on organizational outcomes (Rivai, 2022; Sutrisno, 2023).

The Barru Regency Regional People's Representative Council (DPRD) Secretariat represents a case where work discipline has emerged as a significant issue. Observations reveal instances of low discipline, including uneven task distribution, inefficient time management, and failure to meet deadlines. Such lapses indicate the need for interventions aimed at improving employee discipline. Addressing these challenges is critical for optimizing the performance of the public workforce and achieving governmental objectives.

Discipline in the workplace is not merely about compliance but also about fostering a culture of accountability and professionalism. As noted by Al-Rajhi et al. (2021), well-disciplined employees exhibit higher levels of job satisfaction and productivity, contributing to the overall success of their organizations. Similarly, Rahman et al. (2023) emphasize the importance of leadership in enforcing discipline and promoting a cohesive organizational culture.

Therefore, this study aims to examine the factors influencing work discipline among civil servants in the DPRD Secretariat of Barru Regency. By identifying key determinants of discipline and evaluating their impacts, this research seeks to propose actionable recommendations for fostering a disciplined and high-performing workforce. This focus aligns with broader objectives of improving public sector efficiency and accountability, ultimately enhancing service delivery to the community.

Conceptual Framework

Work discipline refers to behavior, attitudes, and actions aligned with established rules, whether explicitly stated or implied. These rules encompass attendance, punctuality, and adherence to designated working hours. Noncompliance, such as frequent tardiness or early departures, signifies indiscipline that management must address effectively. While punctuality is often perceived as the sole indicator of discipline, it represents just one facet of the organizational standards demanded. Thus, discipline can be broadly defined as adherence to formal and informal behavioral expectations.

Discipline embodies the willingness and awareness of individuals to comply with organizational regulations and social norms. It serves as a crucial mechanism for achieving

organizational objectives, making the cultivation of discipline a critical aspect of management. Effective organizational management relies on disciplined adherence from all members to ensure orderly and systematic operations. Furthermore, discipline acts as a communication tool, enabling managers to guide employees toward desired behaviors that align with organizational policies.

The importance of enforcing discipline is particularly pronounced at the Barru Regency Regional People's Representative Council (DPRD) Secretariat, where compliance with regulations by Civil Servants (ASN) is integral to efficient task execution. Discipline ensures the maintenance of organizational order and facilitates the smooth execution of duties, benefiting both the institution and its employees. For the Secretariat, disciplined employees contribute to optimal task completion and operational efficiency. For ASN, disciplined practices create a conducive work environment, enhancing motivation and job satisfaction.

The assessment of ASN discipline is typically measured through four indicators: punctuality, adherence to regulations, job responsibility, and task execution. Fluctuations in discipline among ASN are influenced by various factors, including compensation, legal sanctions, and leadership quality. Among these, compensation and leadership emerge as the most significant determinants. By fostering a culture of discipline, ASN can perform their roles with heightened awareness, dedicating their efforts toward organizational success and the realization of its objectives.

This framework underscores the dual benefits of discipline: achieving organizational goals and creating a positive and motivating environment for employees. As highlighted in recent studies, disciplined workforces are instrumental in driving efficiency and productivity (Wibisono & Sari, 2021; Al-Rajhi et al., 2022). A disciplined organization not only maintains order but also sets the foundation for sustainable performance improvement.

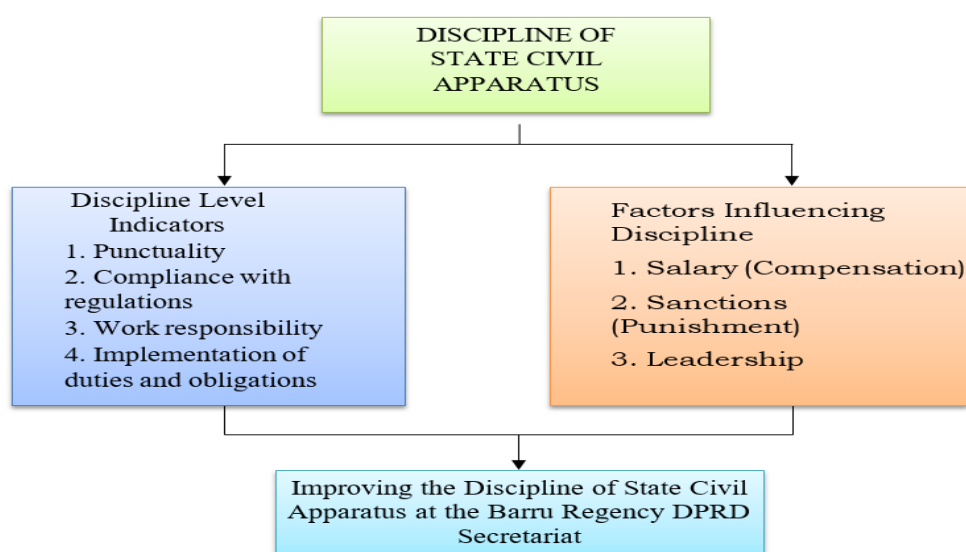


Figure 1 Framework of Thought

B. RESEARCH METHODS

This study employs a quantitative approach using a descriptive method. The quantitative method is systematic, planned, and structured from the initial stages to the design formulation (Sugiyono, 2012). The descriptive approach aims to describe the research object based on the collected data without making generalizations (Sugiyono, 2012).

Research Location and Period

The research was conducted at the Secretariat of the Regional House of Representatives (DPRD) of Barru Regency from September 9 to November 9, 2024. The study focuses on factors influencing the discipline of Civil Servants (ASN).

Population and Sample

- **Population:** All Civil Servants at the DPRD Secretariat of Barru Regency, totaling 24 individuals, including the Secretary of the Council, Heads of Divisions, and staff.
- **Sample:** Since the population is fewer than 100, the entire population (24 individuals) was used as the sample (Suharsimi Arikunto, 2013).

Data Analysis

The questionnaire results are presented in frequency tables and analyzed using percentage calculations:

$$\text{Percentage} = \left(\frac{\text{Frequency}}{\text{Total Respondents}} \right) \times 100$$

Evaluation Criteria:

- **Very Good:** Score 4.36–5.00 (85.20–100%)
- **Good:** Score 3.51–4.35 (70.20–85.00%)
- **Fairly Good:** Score 2.76–3.50 (55.20–70.00%)
- **Poor:** Score 2.01–2.75 (40.20–55.00%)
- **Very Poor:** Score 1.26–2.00 (25.20–40.00%)

Operational Definition of Variables

1. **Discipline Level:** Measured through four indicators: punctuality, adherence to regulations, work responsibility, and task and duty implementation.
2. **Factors Influencing Discipline:** Compensation (salary), sanctions (penalties), and leadership.

C. RESULTS AND DISCUSSION

➤ RESULTS

1. Research Findings

The questionnaire, distributed to 24 respondents, was processed using SPSS Version 16. The statistical analysis describes the variables of civil servant discipline (ASN) at the Secretariat of DPRD Barru Regency. The data was further analyzed using frequency tables for clarity.

a. Discipline Level Based on Punctuality

Civil servant discipline in punctuality was measured through indicators such as timely office arrival, leaving work on time, seeking permission for absences or early departures, and instances of tardiness resulting in reprimands.

- **Descriptive Statistics:**
 - Mean: 14.96
 - Standard Deviation: 1.398
 - The low standard deviation indicates minimal data variation.
- **Frequency Table:**
 - All respondents (100%) categorized punctuality discipline as moderate, with an average score of 49.16%.
 - Conclusion: The punctuality discipline of ASN is moderate and requires improvement.

b. Discipline Level Based on Compliance with Regulations

Indicators included adherence to workplace rules, use of ID badges, proper work equipment management, and observance of leave procedures.

- **Descriptive Statistics:**
 - Mean: 16.96
 - Standard Deviation: 2.612
- **Frequency Table:**
 - 8.33% of respondents rated compliance as high, while 91.67% rated it as moderate.
 - Average score: 67.83%, categorized as adequate.
 - Conclusion: ASN compliance discipline is moderately good but can be further enhanced.

c. Discipline Level Based on Responsibility

Responsibility discipline was assessed through indicators such as adherence to work procedures, accountability for assigned tasks, and proper equipment usage.

- **Descriptive Statistics:**
 - Mean: 17.58
 - Standard Deviation: 2.185
- **Frequency Table:**
 - 12.5% rated responsibility discipline as high, while 87.5% rated it as moderate.
 - Average score: 70.33%, categorized as good.
 - Conclusion: ASN responsibility discipline is satisfactory.

d. Discipline Level Based on Task and Duty Fulfillment

This category considered willingness to work overtime, understanding of assigned tasks, workload suitability, and adherence to deadlines.

- **Descriptive Statistics:**
 - Mean: 19.46
 - Standard Deviation: 1.668
- **Frequency Table:**
 - 29.17% rated task fulfillment discipline as high, and 70.83% as moderate.
 - Average score: 77.83%, categorized as good.
 - Conclusion: ASN discipline in fulfilling tasks is good.

Overall Discipline Evaluation:

The majority of respondents perceive the discipline level of ASN at the DPRD Secretariat as good, although punctuality and compliance warrant improvement.

2. Factors Affecting ASN Discipline

a. Compensation

Respondents evaluated salary satisfaction and its influence on work motivation.

- **Findings:**
 - 87.5% agreed that their salaries matched their responsibilities, with an average score of 80% (good).
 - 50% agreed that salaries motivated task completion, while 41.67% were less convinced, with an average score of 73.4% (adequate).
 - Conclusion: While compensation is satisfactory, it has limited motivational impact.

b. Sanctions

The application and effectiveness of sanctions were assessed.

- **Findings:**
 - 29.17% considered sanctions adequate, while 37.5% viewed them as insufficiently strict.
 - Sanction effectiveness in fostering cooperation scored 60% (adequate).
 - Conclusion: Sanctions require reinforcement to improve cooperation and discipline.

c. Leadership

Leadership was evaluated based on supervision and alignment with office regulations.

- **Findings:**
 - 79.16% of respondents agreed that supervision aligns with regulations, with an average score of 75% (good).
 - Conclusion: Leadership practices positively influence ASN discipline but require continued consistency.

Overall Factor Analysis: Compensation, sanctions, and leadership significantly influence ASN discipline, though sanctions and motivational aspects need enhancement for optimal results.

➤ DISCUSSION

The discipline level of civil servants (ASN) at the Secretariat of the Regional People's Representative Council (DPRD) in Barru Regency is assessed based on four main indicators: punctuality, compliance with regulations, work responsibility, and task execution. The study found that the punctuality discipline indicator scored 49.16%, falling into the "poor" category. This indicates a lack of awareness among some ASN in adhering to workplace rules, with instances of late arrivals due to personal errands. Punctuality is essential as it reflects a commitment to orderly behavior, which is a cornerstone of effective discipline.

In terms of compliance with regulations, the score was 67.83%, categorized as "fair." ASN demonstrated adherence to office rules, such as proper use of office equipment, wearing uniforms, and using identification badges. However, further efforts are required to improve rule compliance comprehensively.

The work responsibility indicator scored 70.33%, categorized as "good." Most ASN successfully completed their tasks following established procedures and demonstrated accountability in their work. However, misuse of office resources, such as engaging in personal

activities during work hours, was noted among some employees. Greater discretion in utilizing office facilities is essential to foster a culture of responsibility and discipline.

The task execution and obligation indicator scored 77.83%, also categorized as "good." Employees generally exhibited high awareness and commitment to their roles, which was reflected in their performance and adherence to work guidelines. However, it was noted that much of this success was driven by instructions from superiors, rather than self-initiative.

The average discipline level across all indicators was calculated at 66.28%, placing it in the "fair" category. This finding underscores the need for continuous improvement in discipline practices to ensure that organizational goals are achieved effectively.

The study also identified three primary factors influencing discipline:

1. Compensation plays a significant role, with 80% of respondents indicating satisfaction with their salaries and 73% recognizing the motivational impact of fair compensation. Adequate and equitable compensation can significantly boost motivation and, consequently, discipline.
2. Sanctions or punishments were deemed moderately effective, with a score of 61.6%. The enforcement of disciplinary measures—ranging from minor reprimands to severe penalties—must be strengthened to enhance compliance and accountability. Proper disciplinary actions, when applied fairly, contribute to a better working environment and improved employee cooperation.
3. Leadership scored between 75% and 80%, demonstrating its critical impact on employee discipline. Effective supervision and leaders' openness to suggestions create a conducive work environment that fosters better compliance and discipline among employees.

In conclusion, the discipline level of ASN at the Secretariat of DPRD Barru Regency is moderately adequate but requires strategic enhancements in compensation, sanctions, and leadership approaches. These factors are pivotal in cultivating a culture of discipline, ensuring that employees adhere to organizational rules and contribute to achieving its objectives.

D.CONCLUSION & RECOMMENDATIONS

- **Conclusion**

The level of discipline among Civil Servants (ASN) at the Secretariat of the Regional People's Representative Council (DPRD) in Barru Regency is generally categorized as "fair." The study shows that while ASN display moderate discipline in areas such as punctuality, compliance with regulations, work responsibility, and task execution, there are still areas for improvement. Punctuality remains the weakest indicator, with many ASN arriving late or failing to follow work schedules. However, overall adherence to regulations and work

responsibilities is fair to good, with most employees completing their tasks adequately. Leadership, compensation, and sanctions are key factors influencing discipline, with leadership playing a particularly significant role in fostering a disciplined work environment.

- **Recommendations**

1. **Enhancing Punctuality:** Efforts should be made to improve punctuality by emphasizing the importance of timely attendance and establishing clear consequences for tardiness. Regular reminders and internal campaigns could help raise awareness among ASN.
2. **Strengthening Compliance with Regulations:** While the compliance score is fairly good, further reinforcement is needed to ensure that all employees consistently follow workplace rules. More frequent monitoring and clear communication of office policies may help improve compliance.
3. **Improving Utilization of Office Resources:** ASN should be encouraged to use office facilities responsibly. Strict guidelines on the use of office equipment and internet should be enforced to avoid distractions and ensure focus on work tasks.
4. **Optimizing Compensation:** Although compensation was found to positively impact motivation and discipline, further improvements in this area, including performance-based incentives, could enhance employee commitment and work discipline.
5. **Enhancing Leadership Engagement:** Leadership training should be prioritized to ensure that leaders are better equipped to motivate their teams, enforce policies effectively, and create a supportive work environment. Open communication between leaders and staff, as well as active involvement in daily tasks, can further strengthen discipline among ASN.
6. **Increasing Enforcement of Sanctions:** Disciplinary measures should be more effectively implemented. Ensuring that sanctions are fair, consistent, and aligned with the severity of infractions will help improve overall discipline.
- 7.

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