



# Optimizing the Performance of the Civil Service Agency and Human Resources Development through Increased Discipline in Padang Pariaman District

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## Abstract

*The Civil Service and Human Resource Development Agency (BKPSDM) plays a crucial role in managing the civil service system and enhancing the competence of human resources within local government institutions. Padang Pariaman Regency has implemented Government Regulation No. 94 of 2021 on Civil Servant Discipline as an effort to improve the performance and professionalism of civil servants. This study aims to analyze the strategies for improving discipline to optimize performance, identify supporting and inhibiting factors, and describe the efforts made to overcome these obstacles. The research employed a qualitative descriptive method with data collected through interviews, observations, and documentation. The findings indicate that the implementation of discipline enhancement strategies has been carried out but not yet fully optimized. Supporting factors include the existence of clear regulations and adequate budget support for employee development, while inhibiting factors involve low discipline awareness among some civil servants, weak leadership supervision, and delays in sanction enforcement. Efforts to overcome these obstacles include strengthening supervision, implementing consistent reward and punishment systems, conducting continuous coaching, and performing objective performance evaluations. The study concludes that optimizing performance through discipline enhancement at the BKPSDM of Padang Pariaman Regency largely depends on organizational commitment, consistency in policy implementation, and synergy among regulation, supervision, and employee development.*

## INTRODUCTION

Civil Servants (PNS) are the main element in governance that plays an important role in providing public services and realizing good governance ([Kurniawan, A., & Suswanta, S., 2020](#)). Professionalism and discipline are the main pillars in building effective apparatus performance and integrity. Work discipline is the attitude of a person's willingness and willingness to obey the norms and regulations that apply in the organization in order to maintain order and work effectiveness ([Basri dan Riva'I, 2023](#)). Optimal apparatus performance can only be achieved if there is a balance between regulation, supervision, and consistent coaching.

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The Indonesian government has emphasized the importance of discipline through Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which aims to form an apparatus that is professional, responsible, and has a high work ethic ([Widyanti, R., 2024](#)). In the regional context, the Civil Service and Human Resources Development Agency (BKPSDM) has the mandate to carry out personnel management and develop ASN competencies. The success of this institution is largely determined by the extent to which discipline improvement strategies are carried out systematically and continuously ([Arifin, M., 2017](#)).

Previous studies have shown a close relationship between work discipline and employee performance. Increased discipline has a direct impact on the effectiveness of public sector organizations ([Azizah, 2023](#)). Dewi emphasized that the consistent application of the reward and punishment system ([Dewi et al., 2024](#)). Able to increase the motivation and productivity of ASN. Strong supervision and leadership are the determining factors for the successful implementation of discipline in government agencies ([Pane, 2022](#)). However, most of these studies are still general in nature and have not explored in depth how discipline improvement strategies are implemented in regional personnel management institutions such as BKPSDM.

The scientific novelty of this research lies in the comprehensive analysis of discipline improvement strategies as an instrument of performance optimization in the BKPSDM of Padang Pariaman Regency. This research integrates the concept of human resource management with performance-based managerial approaches, supervision, and sustainable coaching, resulting in an implementative model that is relevant for local government agencies ([Wahyudi, A., et al., 2025](#)).

Theoretically, this research is based on several main theories. First, Human Resource Management Theory by Hasibuan, which emphasizes the importance of managing human resources through planning, organizing, directing, and controlling functions in order to achieve organizational goals effectively and efficiently ([Hasibuan, 2021](#)). Second, Work Discipline Theory by Siagian, which explains that discipline is a reflection of employee awareness, compliance, and responsibility for organizational regulations ([Siagian, 2020](#)). Third, this study also uses the Organizational Performance Theory approach from Gibson, Ivancevich, Donnelly, and Konopaske (2012) in ([Fithriyyah, 2021](#)), which states that individual performance is influenced by internal factors (ability, motivation, and job satisfaction) and external factors (organizational structure and managerial policies). The synergy of these three theories is the conceptual basis in analyzing the relationship between discipline, organizational policies, and improving ASN performance.

The main problems studied in this research are how the strategy of improving discipline is implemented in order to optimize employee performance, what are the supporting and inhibiting factors, and how efforts are made to overcome these obstacles. The purpose of this research is to analyze the implementation of discipline improvement strategies in BKPSDM Padang Pariaman Regency, identify factors that influence its success, and formulate strategic recommendations to strengthen the effectiveness of discipline and professionalism-based apparatus performance management.

## METHODS

This research uses a qualitative approach with descriptive methods, because it aims to describe in depth the phenomenon of implementing strategies to improve discipline in optimizing the performance of the State Civil Apparatus (ASN) at the Padang Pariaman Regency Personnel and Human Resources Development Agency (BKPSDM). Qualitative research methods are based on the philosophy of postpositivism, used to examine the conditions of natural objects, where researchers act as key instruments ([Fithriyyah, 2021](#)). This method emphasizes meaning rather than generalization, and the research process is carried out through data collection that is empirical, rational, and systematic. This approach

is relevant because the problems studied are related to organizational behavior and human resource management in the context of dynamic public institutions.

The population in this study were all employees who worked at BKPSDM Padang Pariaman Regency. Given the relatively limited population and the focus of research that emphasizes the depth of information, the researcher uses purposive sampling technique, namely the selection of informants based on certain criteria in accordance with the research objectives ([Miles & Huberman in Suriani, N., & Jailani, M. S., 2023](#)). The population in this study were all employees who worked at BKPSDM Padang Pariaman Regency.

Given the relatively limited population and the need to obtain in-depth data, researchers used purposive sampling technique, which is the determination of samples based on certain considerations in accordance with the research objectives ([Miles dan Huberman in Suriani, N., & Jailani, M. S., 2023](#)). Based on the criteria for determining informants, researchers selected seven key informants who were considered representative and directly understood the problems studied, namely:

1. Maizar, S.Sos - Head of BKPSDM
2. Eliza, S.Sos., M.M - Secretary of BKPSDM
3. Dewi Maryati, S.Kom - Planning and Finance Subdivision
4. Hardi Fardian, S.Pd., M.M - General and Personnel Subdivision
5. Mukhtar Luthfi, S.Pd.I - Functional Position Group of ASN Professional Development and Facilitation Substance
6. Israfra Ilma Haddinnisa, S.E., M.M - Employee
7. Anita Marlinda, S.E - Employee

The selection of informants was based on five main criteria, namely: (1) being at the research location, (2) knowing the phenomenon under study, (3) being able to argue well, (4) feeling the direct impact of the problem, and (5) being involved in relevant organizational activities.

The data for this study were obtained through three main techniques, namely observation, in-depth interviews, and documentation. Observations were conducted directly in the BKPSDM work environment to observe behavior, interactions, and patterns of implementation of work discipline among ASN. In-depth interviews were conducted in a semi-structured manner using interview guidelines prepared based on the research focus, with the aim of exploring informants' views, perceptions and experiences related to the implementation of discipline improvement strategies. Documentation was used to obtain secondary data in the form of government regulations, internal archives, personnel reports, and other administrative documents that support the analysis. The three techniques were used triangulatively to ensure the validity and completeness of the data obtained.

The data sources in this study consisted of primary data and secondary data. Primary data was obtained directly from interviews and observations of employees at BKPSDM, while secondary data was sourced from official documents, laws and regulations, agency annual reports, and scientific literature relevant to the research theme. The collected data were then analyzed using the Miles and Huberman interactive model as explained which includes four main stages, namely data collection, data reduction, data presentation, and conclusion drawing or verification ([Miles & Huberman in Suriani, N., & Jailani, M. S., 2023](#)). In the data collection stage, researchers collected various empirical information related to the implementation of discipline improvement strategies.

The data reduction stage was carried out by selecting, simplifying, and focusing the data on things that were relevant to the research objectives. Furthermore, the data was presented in narrative and thematic form so that the relationship between variables could be understood comprehensively. The final stage is conclusion drawing and verification, where researchers interpret emerging data patterns and validate findings through triangulation of sources and techniques.

This research was conducted at the Personnel and Human Resources Development Agency of Padang Pariaman Regency, located in Parit Malintang, because this institution is the main agency responsible for managing personnel and developing ASN competencies within the Padang Pariaman Regency Government. The research time lasted for two months, starting in July to August 2025, with the possibility of extending the time for additional data verification. Through this method, it is hoped that the research can produce an in-depth and authentic understanding of the effectiveness of discipline improvement strategies in efforts to optimize ASN performance in the BKPSDM of Padang Pariaman Regency.

## RESULT AND DISCUSSION

### 1. Optimizing BKPSDM Performance Through Discipline Improvement Strategies

The results showed that optimizing the performance of the Padang Pariaman Regency Personnel and Human Resources Development Agency (BKPSDM) was carried out through the implementation of a strategy to improve the discipline of the state civil apparatus (ASN) based on Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. This regulation is an important guideline in strengthening civil service governance that is oriented towards increasing the professionalism, integrity and responsibility of ASN.

The strategy to improve discipline is implemented through three main steps, namely socialization of disciplinary regulations, supervision of employees, and continuous coaching. Socialization is carried out systematically by the leadership through employee meetings to strengthen understanding of the rights and obligations of ASN and the consequences of disciplinary violations. Based on the results of interviews with informants, socialization activities have been running since 2022 and are considered effective in increasing employee awareness of the importance of complying with work discipline regulations.

Supervision of employee performance is carried out in stages, starting from the head of the field to the head of the agency. However, the research results also indicate that the intensity of supervision is still less than optimal. Some informants assessed that leaders have not fully carried out the control function consistently on the behavior, morality and productivity of their subordinates. This finding shows that the effectiveness of supervision is a crucial factor in shaping the culture of ASN discipline.

In addition, employee coaching is an integral part of the strategy to improve discipline. The forms of coaching implemented include disciplinary coaching, competency improvement through training and education, mental coaching and work ethics, and performance evaluation. One form of real implementation of disciplinary coaching is the Coaching Workshop on the Use of the SIKAP Application, which was attended by 100 participants from various regional apparatus. This activity aims to optimize the use of digital systems in monitoring and reporting ASN discipline transparently.

Based on the work productivity report of BKPSDM employees in January-June 2025, the average productivity level reached 94.9%, which was categorized as "very good". The data shows that most employees have a high level of responsibility and integrity in completing tasks on time. This is in line with the view of the Head of BKPSDM who emphasized that the indicator of employee integrity is reflected in the timeliness of work completion.

In addition to performance, the study also found that employees at BKPSDM showed positive behavior and work ethics. Employees are able to maintain good communication between coworkers, respect each other, and create a harmonious work

environment. This reflects the implementation of the ASN code of ethics as stipulated in Government Regulation No. 42 of 2004. On the other hand, BKPSDM leaders also apply a humanistic approach, by providing encouragement and motivation so that employees are able to discipline themselves without excessive pressure.

However, obstacles are still found in terms of compliance with working hours and employee attendance. Based on attendance list data from January to June 2025, the level of tardiness and unexplained absences is still quite high, ranging from 13-15% tardiness and 10-12% absence from morning roll call every month. This shows that discipline has not been fully internalized by all employees. Thus, the implementation of disciplinary policies based on PP No. 94 of 2021 in BKPSDM Padang Pariaman Regency has been running but not yet optimal. The main factors causing this are weak direct supervision, delays in the sanctioning process, and low individual awareness of the importance of discipline.

## 2. Supporting and Inhibiting Factors for Performance Optimization

The results of the study identified several supporting factors that strengthen the implementation of strategies to improve ASN discipline in BKPSDM Padang Pariaman Regency. The first supporting factor is the reward system for employees who show good performance, in the form of additional income or full performance allowance. This system encourages employees' intrinsic motivation to work harder and be more disciplined.

The second supporting factor is the application of sanctions (punishment) for employees who violate disciplinary rules. The types of sanctions are given in stages, ranging from verbal reprimands to dishonorable dismissal not at their own request. This sanction does not only function as a form of punishment, but also has an educative dimension to shape ASN's moral awareness and responsibility.

In addition, regulatory support is also an important aspect in strengthening the implementation of disciplinary policies. BKPSDM has a strong legal basis, including PP No. 94 of 2021, PP No. 30 of 2019 concerning Performance Appraisal of Civil Servants, PP No. 42 of 2004 concerning the ASN Code of Ethics, and Padang Pariaman Regent Regulation Number 4 of 2022 concerning ASN working hours.

Meanwhile, the main inhibiting factor in optimizing BKPSDM performance is the low awareness of employees of disciplinary regulations, as well as the lack of direct supervision from the leadership of employees who commit violations. Some leaders have not given firm warnings or conducted individual coaching for undisciplined employees.

In addition to internal factors, the study also found budget limitations as a significant obstacle. The lack of official travel funds makes it difficult for the staffing team to conduct direct monitoring of regional apparatus or work units in remote areas. This has implications for the slow detection and handling of cases of employee discipline violations.

## 3. Efforts to Overcome Obstacles

In overcoming these inhibiting factors, BKPSDM Padang Pariaman Regency made a number of strategic efforts. First, increasing awareness of ASN discipline through continuous coaching and upholding integrity values. The leadership seeks to strengthen internal communication by providing regular direction on the importance of discipline and work responsibility. Second, strengthening technology-based supervision systems, such as the use of the SIKAP Application, to monitor employee attendance, discipline and productivity in real time. This digital system helps reduce delays in reporting violations and accelerate the process of imposing sanctions.

Third, budget optimization is carried out by means of operational cost efficiency so that monitoring and evaluation activities can still be carried out. BKPSDM also cooperates across regional apparatus in terms of disciplinary guidance so that the division of supervisory duties is more proportional. With the implementation of these efforts, it is expected that the implementation of the ASN discipline policy can run more effectively and have a significant impact on improving institutional performance. Overall, the results of this study confirm that optimizing the performance of BKPSDM Padang Pariaman Regency is highly dependent on the balance between a fair reward-punishment system, consistent supervision, and sustainable coaching based on humanism and technology.

## CONCLUSIONS

Based on the results of research and data analysis regarding the optimization of the performance of the Padang Pariaman Regency Personnel and Human Resources Development Agency (BKPSDM) through a strategy to improve discipline, it can be concluded that the implementation of the Civil Servant discipline policy based on Government Regulation Number 94 of 2021 has shown positive progress even though it has not yet reached the optimal level. The implementation of disciplinary policies has been carried out through the socialization of regulations, performance supervision, application of a humanistic approach, and continuous disciplinary guidance. However, obstacles are still found in the form of lack of individual awareness of the rules, delays in imposing sanctions, and weak consistency of supervision.

The optimization of BKPSDM's performance in improving ASN discipline is supported by a combination of a proportional reward and sanction system, as well as strong regulatory support such as PP No. 94 of 2021, PP No. 30 of 2019, and PP No. 42 of 2004. The provision of rewards in the form of additional income is a significant motivational factor, while the strict application of punishment strengthens commitment to employee responsibility and integrity.

Furthermore, performance improvement efforts have been carried out through continuous coaching, preparation and implementation of Employee Performance Targets (SKP), and implementation of the SIKAP and ETPP digital systems to monitor ASN attendance and productivity transparently. Periodic performance evaluations show that the implementation of discipline-based strategies is able to increase professionalism, efficiency, and employee responsibility in carrying out tasks. Thus, the strategy to improve discipline has proven to be an important instrument in encouraging the realization of ASNs with integrity, productivity, and orientation towards quality public services.

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