

**STRATEGY FOR IMPROVING EMPLOYEE WORK DISCIPLINE AT THE MERANGIN
REGENCY REGIONAL PERSONNEL AND HUMAN RESOURCES DEVELOPMENT AGENCY
JAMBI PROVINCE**

Norman Suseno, Bambang Heru Purwanto, R. Taqwaty Firdausijah

Universitas Pasundan, Bandung, Indonesia

Abstract

In order to create quality human resources, high levels of discipline are required. Because discipline in work is very important for an organization, because without discipline there will be no constructive joint efforts to achieve common goals. Work discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency is indicated as not yet optimal. This research aims to find out and analyze the Strategy for Improving Employee Work Discipline in the Regional Personnel and Human Resources Development Agency, Merangin Regency, Jambi Province. The research method used in this research is a descriptive qualitative method. The data analysis technique used in this research is the SWOT analysis technique. The results of the research show that improving employee work discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency has been implemented well, this can be seen from the results of direct observations in the field and the results of interviews with relevant officials. The inhibiting factors in formulating strategic steps related to employee work discipline at the Regional Personnel and Human Resources Development Agency Merangin Regency involve a lack of employee ability and awareness regarding the importance of completing tasks optimally to achieve optimal results. An effective strategy to improve employee work discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency is to emphasize empowering employee human resources, division of work in accordance with main duties and functions, and an optimal supervision system.

Keywords: Work Discipline, Strategy, State Civil Apparatus, Personnel and Human Resources Development Agency

A. INTRODUCTION

Human resources are a very vital organizational asset, therefore their presence in an organization or company cannot be replaced by other resources (Riniwati, 2016). No matter how modern the technology used is and how much funding is prepared, without the support of human resources who have professional abilities, everything becomes meaningless (Setiawan, 2018). The structuring of bureaucracy in government in Indonesia, there are many problems faced, especially in controlling the behavior of human resources, in this case government officials (Abdussamad, 2017). The behavior or actions of civil servant forces the state, in this case the Government, to think about making regulations about how an employee can work and behave (Thaha, 2009).

**Autora de correspondencia / Corresponding author.*

Disciplinary violations such as low professionalism, inadequate levels of welfare, distribution and composition that are not yet ideal, placement in positions that are not based on competency, performance assessments that are not yet objective, promotions that are not based on work performance, work culture and work ethic that are still work, application of disciplinary regulations that are not implemented consistently and consistently as well as other internal civil servant problems (Suderajat, 2012). Each organization has different strategies in managing and developing human resources (Abdullah, 2017).

Strategy is an overall approach related to implementing ideas, preparing plans and executing activities to achieve targets and objectives in accordance with opportunities and threats within a certain period of time that focuses on long-term goals (Hamali, 2016). Apart from that, it can also be concluded as a work plan that maximizes strengths by effectively linking organizational goals and resources to achieve an organizational target (Ramadhani et al, 2022). A good strategy will help an organization allocate its resources in a unique form based on internal competence and the ability to anticipate the environment (Mutmainnah & Ambarwati, 2019).

One strategy that influences achieving organizational goals is the strategy of increasing employee discipline (Arifin, 2017). Human resources are the core element of an organization. The success of an institution or organization depends on two main factors, namely human resources and supporting facilities or facilities (Maulyan, 2019). Increasing employee work discipline aims to improve the quality of human resources, so that they have attitudes and behavior of devotion, honesty, dedication, responsibility, discipline, professional ethics and providing services (Douw & Aedah, 2021). According to Hasibuan (2002) discipline is an attitude of respecting and appreciating applicable regulations, both written and unwritten and being able to carry them out and not refusing to accept sanctions if he violates the duties and authority given to him. In order to improve the quality of service to the community, employees must be able to maintain discipline at work (Cahyadi & Abdul, 2015).

Work discipline is something that is very important for the growth of an organization/company, especially used to motivate employees to discipline themselves in carrying out work both individually and in groups (Herlambang, 2023). Apart from that, discipline is also useful for educating employees to comply with and enjoy existing regulations, procedures and policies so as to produce good performance (Damanik, 2019). Work discipline is a management action to encourage employees of an organization/company to comply with various applicable provisions and regulations in the form of rules and sanctions for those who violate them (Vironika, 2019). The strategy of increasing employee work discipline is a process carried out by leaders to improve employee performance in order to achieve the organizational goals that have been set (Hafid, 2018).

The phenomenon of work indiscipline can occur anywhere, as it also occurs in government institutions such as what happened at the Merangin Regency Regional Personnel and Human Resources Development Agency. The productivity and work discipline of civil servant still really needs to be further improved, considering that people are often hampered in the service process. , this is because there are officers who arrive late, or are not in the office when people need officer services, it is still common to find civil servant in public places such as markets or super markets during working hours, there are still many Civil Servant who violate entry rules work and comply with working hours regulations. One of them is the problem of absenteeism or absenteeism from work. civil servants are basically given the right to receive leave. The leave given allows

civil servant not to come to work. However, in reality, even though the rights mentioned above have been given, there are still civil servant who are absent from work without a clear reason.

B. METHOD

The research method used in this research is a descriptive qualitative method. Moleong (2014) defines qualitative research as follows: Research that intends to understand phenomena about what is experienced by research subjects, for example behavior, perceptions, motivations, actions, etc. holistically and by means of descriptions in the form of words and language. in a special natural context and by utilizing various scientific methods. One type of descriptive qualitative research is research using a case study method or approach. This research focuses intensively on one particular object and studies it as a case (Nazir, 1988). The researcher believes that with qualitative research using the case study method, data will be able to be more complete and in-depth, credible and meaningful so that the research will be more accurate. This research attempts to describe situations/events so that the data collected is descriptive in nature to identify the internal and external environment in the Merangin Regency Regional Personnel and Human Resources Development Agency.

C. RESULTS AND DISCUSSION

1. Employee Work Discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency

Work discipline in the Merangin Regency Regional Personnel and Human Resources Development Agency can be seen based on the table above which has decreased from year to year but this does not eliminate the situation that civil servant discipline remains the most important factor to be further improved based on the work discipline indicators put forward by Alfred R. Lateiner consists of: 1) Punctuality, 2) Utilization of Facilities, 3) High Responsibility, 4) Obedience to Office Rules, so that the theory from Alfred R. Lateiner in Soedjono (2002) is used as an analytical tool for improving discipline employee work at the Merangin Regency Regional Personnel and Human Resources Development Agency, with the results of the discussion as follows:

a) Time observance

Based on the results of research through observations and interviews, work discipline indicators of punctuality of employees at the Merangin Regency Regional Personnel and Human Resources Development Agency do not yet have a high awareness of the importance of punctuality in work and need to be further improved.

b) Utilization of Facilities

Based on the results of research through observations and interviews, work discipline indicators of punctuality of employees at the Merangin Regency Regional Personnel and Human Resources Development Agency do not yet have a high awareness of the importance of punctuality in work and need to be further improved.

c) High responsibility

Based on the results of research through observations and interviews of work discipline indicators of responsibility, both in the form of carrying out work based on SOPs and carrying out work according to community expectations at the Merangin Regency Regional Personnel and Human Resources Development Agency, employees are responsible for their work. It can be seen that employee responsiveness to the needs

of the community receiving services. All assigned tasks are carried out as well as possible in accordance with applicable procedures. In providing services, employees always try to provide effective and efficient services

d) Compliance with office rules

Based on the results of research through discussions, observations and interviews, work discipline indicators of compliance with office rules include politeness, neatness and suitability of the use of office uniforms with agency procedures as well as compliance in the use of agency identification at the Regional Personnel and Human Resources Development Agency of Merangin Regency have carried out procedures as they should so that the expected work discipline can be created properly because every employee has followed the rules set by the organization.

Based on research results, Alfred R. Lateiner's theory in Soedjono (2002) consists of (1) Timeliness, (2) Utilization of Facilities, (3) Responsibility, (4) Obedience to Rules, which are used as analytical tools for improving The work discipline of civil servants in the Merangin Regency Regional Personnel and Human Resources Development Agency mutually influences each other, so that if one of these indicators does not exist then work discipline will not increase, and in the numbering arrangement it is also not a priority level so that it has a role the same and complement each other.

2. Inhibiting Factors in Determining Strategic Steps to Improve Work Discipline

The results of research on inhibiting factors in determining strategic steps to improve the work discipline of Civil Servants at the Merangin Regency Regional Personnel and Human Resources Development Agency are as follows:

a) Leader Factors

Inhibiting factors in determining strategic steps to improve the work discipline of Civil Servants at the Merangin Regency Regional Personnel and Human Resources Development Agency in terms of compliance with office rules are the lack of civil servant awareness of the importance of discipline, the existence of long and complicated procedures in imposing administrative sanctions. In this case, the leadership of the Merangin Regency Regional Personnel and Human Resources Development Agency has carried out supervision of Civil Servants in their area, but there are still violations committed by certain individuals so that existing office regulations are not implemented properly. Various types of violations are often committed, such as minor violations, moderate violations and even serious violations.

b) Employee Factors

Based on the results of research through observations and interviews, the factors that hinder work discipline are not only a lack of attention from leaders towards their employees, but are also caused by motivating employees in carrying out their work, namely by providing allowances in accordance with employee salary provisions, lack of awareness of civil servants. regarding the importance of discipline, there are long and complicated procedures in giving administrative sanctions, there is still a lack of use and maintenance of the facilities that have been provided, even though all the facilities and infrastructure have been provided, they cannot be utilized optimally, lazy and unproductive attitudes, lack of sense of responsibility at work, lack of motivation at work.

3. Strategies to Improve Employee Discipline

The research results of the strategy to improve employee work discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency were developed to improve the discipline of

Civil Servants. This illustrates an improvement in terms of quality. It is important to develop a strategy to increase discipline because it becomes a guide and indicator for the success of government and development. Based on the results of analysis, observations and interviews, the strategy for improving employee work discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency is greatly influenced by internal and external factors so that in formulating a strategy for improving employee work discipline at the Regency Regional Personnel and Human Resources Development Agency Moaning.

a) Internal factors

Internal factors in this discussion will discuss the work discipline of civil servants owned by the Merangin Regency Regional Personnel and Human Resources Development Agency to carry out their duties and functions. From the analysis of these internal factors, an understanding of the strengths possessed by the organization will be obtained which can be used as a mainstay for the Merangin Regency Regional Personnel and Human Resources Development Agency to develop in the development of apparatus resources in Merangin Regency. Apart from the strengths, an understanding of the weaknesses of the Personnel Agency will also be obtained. and Merangin Regency Regional Human Resources Development which can be analyzed as information that can be considered and even minimized so that later these weaknesses do not become an obstacle for the Merangin Regency Regional Personnel and Human Resources Development Agency in developing apparatus resources to improve the quality of service to the community.

Analysis of the internal environment of the Merangin Regency Regional Personnel and Human Resources Development Agency was carried out to identify various available strengths such as organizational structure, human resources, infrastructure and facilities; as well as various weaknesses that could hamper efforts to carry out the duties of the Merangin Regency Regional Personnel and Human Resources Development Agency

Analysis of the internal environment at the Merangin Regency Regional Personnel and Human Resources Development Agency includes identification of its strengths and weaknesses, including:

a. Strength (Strength)

- Strength 1 – S1: Clear organizational structure

The organizational structure clearly describes the separation of work activities from one another and how the relationship between activities and functions is limited. The organizational structure of the Merangin Regency Regional Personnel and Human Resources Development Agency has explained the relationship between one field and another which shows a good relationship where there is a clear work flow.

Strength 2 – S2: Availability of potential employees.

Merangin Regency Regional Personnel and Human Resources Development Agency employees consist of various groups and adequate levels of education. With the current number of employees, they are able to carry out the duties and functions of the Merangin Regency Regional Personnel and Human Resources Development Agency which is currently in charge.

Strength 3 – S3: Adequate infrastructure and facilities

Availability of adequate infrastructure and facilities that can support the implementation of every activity that has been designed by the Merangin Regency Regional Personnel and Human Resources Development Agency for the development of apparatus resources.

Strength 4 - S4: Education and Training

The Merangin Regency Regional Personnel and Human Resources Development Agency strongly supports its human resources for self-development by continuing education and attending training in order to improve the quality of human resources and performance of the Merangin Regency Regional Personnel and Human Resources Development Agency. Continuous and sustainable education and training can certainly improve the quality of human resources and work discipline.

b. Weaknesses

Weaknesses 1 – W1: Low employee work discipline

Work discipline among employees is really needed, because the agency's goals will be difficult to achieve if there is no work discipline. At the Merangin Regency Regional Personnel and Human Resources Development Agency, employee work discipline is still low and needs to be improved further.

Weaknesses 2 – W2: Need for additional employees (limited employee competency)

Due to the limited competency of employees, it is necessary to increase the number of employees and increase skills/skills in their respective fields because bearing in mind the main tasks of the Merangin Regency Regional Personnel and Human Resources Development Agency are very complex and require their own expertise so it is hoped that the role of the Merangin Regency Regional Personnel and Human Resources Development Agency greater in order to innovate in implementation.

Weaknesses 3 – W3: HR development budget to improve employee discipline

The Regional Revenue and Expenditure Budget distributed for the activities of the Merangin Regency Regional Personnel and Human Resources Development Agency has been realized as it should be, but there are still factors that cannot make the previous planning to be realized optimally.

Weaknesses 4 – W4: SOP that is not yet detailed and detailed

The work procedure system is standard, however work SOPs are not yet available which are not yet detailed and detailed, making employees rely on each other to carry out existing tasks and creating overlapping work so that work discipline becomes uncertain.

b) External Factors

Identification and analysis of the external environment of the Merangin Regency Regional Personnel and Human Resources Development Agency is carried out to record and assess available opportunities and threats that may arise. From the results of identification and analysis of the external environment, the opportunities and threats faced by the Merangin Regency Regional Personnel and Human Resources Development Agency are as follows:

c. Opportunities

Opportunities 1 – O1: Support from the government

The existence of support from the central and regional governments is related to increasing work discipline.

Opportunities 2 – O2: Personnel policy that requires training

Promotions at the Merangin Regency Regional Personnel and Human Resources Development Agency follow central policy by making education and training a system for employee development.

Opportunities 3 – O3: Rewards program for employees

Employees who excel at the Merangin Regency Regional Personnel and Human Resources Development Agency can be given real prizes that can be directly used or utilized by the employee.

Opportunities 4 – O4: Good coordination and cooperation

Cooperation and good, harmonious relations between central, regional, private and community governments in terms of improving employee work discipline

d. Threats

Threats 1 – T1: Human resources' ability to master technology is limited

The existing facilities and infrastructure are currently quite adequate, such as computer facilities, internet and many others. But it requires human resources who can operate it and develop skills in the field of technology.

Threats 2 - T2: Public trust in the apparatus has not yet been restored

With a lot of negative news and behavior regarding the work discipline of civil servants, public trust is low, giving rise to unprofessionalism in the public's perception of employees.

Threats 3 – T3: Competition between employees

Competition between employees usually occurs due to promotions and filling positions.

Threats 4 – T4: National and local political conditions (in commitment to improving employee work discipline)

Due to the political conditions that have occurred, the increase in employee work discipline has decreased, for example with cases of changing leaders which have led to changes in work systems and other things.

The internal and external factors above then become the basis for preparing the following SWOT matrix:

Table 1

Merangin Regency Regional Personnel and Human Resources Development Agency SWOT Matrix

Environment	Strength (Strength-S)	Weakness (Weaknesses-W)
Internal	1. Clear organizational structure 2. Availability of potential employees 3. Adequate infrastructure and facilities 4. Education and Training	1. Low employee work discipline 2. The need for additional employees (limited employee competency) 3. HR development budget to improve employee discipline 4. SOPs that are not yet detailed and detailed
External Environment		
Opportunities (Opportunities-O)	Strategy SO	Strategy WO
1. Support from the	1. Employee	1. More detailed

government 2. Personnel policies that require training 3. Reward program for employees 4. Good coordination and cooperation	Empowerment 2. Division of work in accordance with main tasks and functions 3. Optimal monitoring system	regulatory policies 2. Overcoming limited personnel through recruitment of CPNS according to competency 4. Overcoming employee discipline by means of an appreciation program 4. Integrated efforts that synergize between stakeholders and policies
Threats (Threats-T)	Strategy ST	Strategy WT
1. HR's ability to master technology is limited 2. Public trust in the apparatus has not yet been restored 3. Competition between employees 4. National and local political conditions (in commitment to improving work discipline)	1. Collaboration between parts of the organization 2. Prepare programs to prepare human resources who have competence in their fields 3. Allowances that are appropriate to the workload 4. Increasing good leadership for all employees	1. Supervision and imposition of sanctions 2. Budget optimization more efficiently and effectively 3. Continuous education and training 4. Create standard rules regarding work systems

The SWOT analysis carried out on strategies for improving work discipline at the Merangin Regency Regional Personnel and Human Resources Development Agency shows the results:

- Total Score Strength = 1.8,
- Total Weakness Score = 0.65,
- Total Score Opportunities = 2.15,
- Total Score Threats = 1.6.

In accordance with the results of the SWOT calculation, the strategic position of Improving Civil Servant Work Discipline at the Merangin Regency Regional Personnel and Human Resources Development

Agency emphasizes Strength and Opportunities. The possible strengths and opportunities faced by the Merangin Regency Regional Personnel and Human Resources Development Agency are:

- a. *Human Resource Empowerment* means increasing intellectual abilities, increasing employee education, developing employee work experience, implementing education and training (Training).
- b. *The division of work that is in accordance with the main tasks and functions* is the division of work tasks based on the field and expertise possessed by each employee, so that they can do their work easily and quickly so that they are productive at work and can achieve common goals.
- c. *The optimal supervision system* is supervision and personnel control is the entire process of checking, evaluating, monitoring and taking corrective action on the implementation of statutory regulations in the field of personnel which can be carried out regularly, reviewing and investigating (examination, research and assessment).

D. CONCLUSION

Employee Work Discipline at the Regional Personnel and Human Resources Development Agency Merangin Regency, Jambi Province is not running well because there are still several employees who do not have awareness regarding time discipline and work discipline, as well as the employee's ability to complete tasks that still need to be completed. improved. The Strategy for Improving Employee Work Discipline at the Regional Personnel and Human Resources Development Agency Merangin Regency, Jambi Province has not met the targets that have been set, with strategies that have been implemented through punctuality, utilization of facilities, high responsibility and compliance with office rules. Inhibiting factors in determining strategic steps regarding employee work discipline at the Regional Personnel and Human Resources Development Agency Merangin Regency, Jambi Province in the form of weakness factors, namely: Low employee work discipline, inadequate number of apparatus, ASHR development budget What is lacking is work SOPs that are not yet detailed and detailed. Threats, namely: Increasingly critical thinking patterns of society, local and national political situations, limited human resource capabilities in mastering technology, competition between officials. An effective strategy for improving employee work discipline at the Regional Personnel and Human Resources Development Agency, Merangin Regency, Jambi Province, is to emphasize an aggressive strategy that adds several indicators such as: Empowerment of Human Resources (Employees), Division of work in accordance with main tasks and functions and Optimal supervision system as a strengthening and novelty of research in an effort to improve employee discipline at the Regional Personnel and Human Resources Development Agency, Merangin Regency, Jambi Province.

REFERENCES

1. Abdullah, H. (2017). Peranan manajemen sumberdaya manusia dalam organisasi. *Warta Dharmawangsa*, (51).
2. Abdussamad, Y. (2017). Pengembangan Sumber Daya Manusia Aparatur Melalui Kompetensi. *Jurnal Ekonomi dan Bisnis Universitas Negeri Gorontalo*, 6.
3. Arifin, M. (2017). Strategi Manajemen perubahan dalam meningkatkan disiplin di perguruan tinggi. *EduTech: Jurnal Ilmu Pendidikan dan Ilmu Sosial*, 3(1).

4. Cahyadi, B., & Abdul, K. (2015). Peranan Tata Usaha Bagian Umum Kantor Bupati Deli Serdang dalam Meningkatkan Pelayanan. *Jurnal Ilmu Pemerintahan dan Sosial Politik*, 1(1), 14-24.
5. Damanik, R. (2019). Pengaruh Disiplin Kerja Terhadap Kinerja Guru. *Serunai: Jurnal Ilmiah Ilmu Pendidikan*, 5(2), 163-170.
6. Douw, A., & Aedah, N. (2021). Analisis Kebijakan Peningkatan Kualitas Sumber Daya Manusia, Disiplin Kerja Dan Pengembangan Karir Pegawai Di Dinas Perhubungan Kabupaten Nabire. *Jurnal Kebijakan Publik*, 4(2), 75-91.
7. Hafid, H. (2018). Pengaruh Kompetensi, Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Samsat Polewali Mandar. *Derema Jurnal Manajemen*, 13(2), 286-310.
8. Hamali, A. Y. (2016). Pemahaman Manajemen Sumber Daya Manusia Strategi Mengelola Karyawan. *Yogyakarta: CAPS (Center for Academic Publishing Service)*.
9. Hasibuan, M. S. (2008). *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara.
10. Herlambang, M. A. T. (2023). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja terhadap Kinerja Karyawan pada CV Pilar Perkasa Mandiri. *Journal of Economics and Management (JECMA)*, 5(1), 104-115.
11. Maulyan, F. F. (2019). Peran Pelatihan Guna Meningkatkan Kualitas Sumber Daya Manusia dan Pengembangan Karir: Theoretical Review. *Jurnal Sains Manajemen*, 1(1), 40-50.
12. Moleong, L. J. (2014). Metode penelitian kualitatif edisi revisi. *Bandung: PT Remaja Rosdakarya*.
13. Mutmainnah, A., & Ambarwati, N. G. L. (2019). Community Empowerment and Village Government (BPMPD) Strategy in Improving Village Government Capacity in Sumbawa District. *Jurnal Ilmiah Administrasi Pemerintahan Daerah*, 11(2), 52-63.
14. Nazir, M. (1988). Metode Penelitian. *Jakarta: Ghalia Indonesia*.
15. Ramadhani, S., Nasution, J. H., Azhari, M. I., & Kustiawan, W. (2022). Strategi Lobi dan Negosiasi Dalam Proses Komunikasi Politik. *Jurnal Edukasi Nonformal*, 3(1), 89-95.
16. Riniwati, H. (2016). *Manajemen sumberdaya manusia: Aktivitas utama dan pengembangan SDM*. Universitas Brawijaya Press.
17. Setiawan, T. (2018). Pemberdayaan sumber daya manusia sebagai instrumen peningkatan kinerja organisasi. *Media Mahardhika*, 16(3), 430-442.
18. Soedjono, I. (2002). Teknik Memimpin Pegawai dan Pekerja. *Jakarta, Aksara Baru*.
19. Suderajat, H. (2012). Pengembangan Sistem Manajemen Sumber Daya Manusia Aparatur Pemerintah Daerah. *Ilmu dan Budaya*, 32(23).
20. Thaha, R. (2009). Penataan Kelembagaan Pemerintahan Daerah. *GOVERNMENT: Jurnal Ilmu Pemerintahan*, 39-62.
21. Vironika, E. (2019). Analisis Disiplin Kerja Pegawai Di Komisi Pemilihan Umum (KPU) Kota Banjarmasin. *As-Siyasah: Jurnal Ilmu Sosial Dan Ilmu Politik*, 4(2), 41-45.