

## **Effectiveness Of Implementing Discipline Regulations In Improving The Performance Of Civil Servants In The Department Of Population And Civil Registration Cilegon City Government**

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### **Abstract**

The purpose of this study is to evaluate how well the Department of Population and Civil Registration (Disdukcapil) of Cilegon City has implemented employee discipline policies. The research focuses on four aspects: the accuracy of regulation targets, the dissemination of disciplinary regulations, the objectives of discipline enforcement, and the monitoring of its implementation. The research method applied is descriptive qualitative, with data collected through interviews, observations, and documentation. The study involved 10 informants, consisting of structural officials and staff members directly involved in monitoring work discipline. The findings reveal that the implementation of disciplinary regulations has not been fully effective. First, the accuracy of the regulations is limited as most of them emphasize attendance rather than work quality. Second, the dissemination of disciplinary regulations remains insufficient and relies on conventional methods without utilizing digital technology. Third, the objectives of discipline regulations, which aim to improve compliance and performance, have not been fully achieved, as indicated by persistent lateness violations and a decline in program achievement rates. Fourth, the monitoring process is still inadequate, as supervision primarily focuses on attendance instead of productivity. This study concludes that the effectiveness of disciplinary regulation implementation is influenced by target accuracy, the intensity of dissemination, the consistency of supervision, and organizational culture. The study implies the need for technology-based dissemination strategies, consistent enforcement of sanctions, and real-time monitoring systems to enhance employee compliance.

**Keywords:** *Dissemination, Monitoring, Disdukcapil Cilegon City, Effectiveness, Employee Discipline*

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### **INTRODUCTION**

The implementation of employee disciplinary regulations is an important instrument in improving the performance of civil servants (Fang et al., 2026). The Head of the Population and Civil Registration Office of Cilegon City has attempted to implement disciplinary regulations through socialization and internal meetings, providing direction regarding the implementation of main tasks and functions in accordance with the

organization's mission, and ensuring that activities are carried out according to plan. Work discipline is absolutely necessary to maintain the running of the organization, where members must comply with agreed guidelines and be responsible without coercion. Compliance with regulations, as stated by the National Discipline Movement Committee (2005:37), is adherence to the norms that apply in the life of the nation and state, which is carried out consciously and sincerely, so that it creates a sense of shame for violating them (Krushynska & Ursin, 2026).

The public demands bureaucratic reform across all sectors. One of these demands stems from the negative image of the bureaucracy itself, which has not been structured according to modern bureaucratic principles. This also reflects the negative image of the civil servants who run the bureaucracy. Therefore, bureaucratic institutions, the home of civil servants, must continually evolve to adapt to current developments, designed to reflect their core duties and functions (Zhang & Hu, 2026).

Good reforms that keep pace with current developments and civil servants who are capable of administering government effectively can realize the development of good and clean governance (good governance and clean government). The Institute of Public Administration (2004:1) emphasizes that governance is the process of exercising state power in providing public goods and services. Best practices in this process are called good governance. Good in good governance has two meanings. First, values that uphold the will of the people, and values that can improve the people's ability to achieve national goals, independence, sustainable development, and social justice. Second, functional aspects of the government that are effective and efficient in carrying out their duties to achieve these goals. To realize good governance, bureaucratic reform efforts are needed as a form of refreshing the civil servant apparatus in carrying out their main duties and functions. In addition, a certain treatment is also needed for civil servants, both in the form of guidance, education and training, and discipline so that they can improve performance according to their main duties and functions (Krushna & Mishra, 2026).

The existence of various differences requires a leader who is able to implement disciplinary regulations, so that these differences do not become obstacles to the implementation of organizational activities. Likewise, the Population and Civil Registration Service of Cilegon City which organizes government affairs in the field of population administration and civil registration. The implementation of employee disciplinary regulations has been carried out by the Head of the Population and Civil Registration Service of Cilegon City through socialization and internal meetings by providing direction on the implementation of main tasks and functions according to the mission of the organization, the implementation of activities to be in accordance with the planning so that at the end of the reporting year it can be completed (Cheng et al., 2024).

The annual increase in employee absences (particularly in the categories of arriving late and leaving early) indicates a high number of lost work hours. This situation may occur because some employees do not fully comply with working hours according to applicable regulations, reflecting a lack of employee discipline, resulting in a lack of awareness or

intention within an employee in carrying out their duties. This directly impacts the performance of Civil Servants, particularly at the Cilegon City Population and Civil Registration Office (Liu et al., 2026).

The Cilegon City Population and Civil Registration Office (Disdukcapil) faces a very specific discipline challenge: many employees still arrive late. Although employees demonstrate a commitment to attendance, some still arrive late. The high rate of employee absenteeism at the Cilegon City Population and Civil Registration Office indicates a high rate of lost work hours. This situation occurs because some employees fail to fully adhere to working hours in accordance with applicable regulations. This lack of employee compliance with working hours reflects a lack of employee discipline, resulting in a lack of awareness or intention within an employee in carrying out their duties. This impacts the performance of Civil Servants, particularly at the Cilegon City Population and Civil Registration Office.

Based on the facts on the ground and the data, it can be said that Civil Servants at the Population and Civil Registration Service of Cilegon City have not been able to fully realize each of their work programs. The less-than-optimal realization of work programs is due to the development of employee discipline in carrying out their main duties and functions according to the vision of the Population and Civil Registration Service of Cilegon City. Furthermore, due to the existence of research gaps and gap phenomena, more in-depth research is needed on this topic.

Based on the problem identification above to clarify and simplify the discussion, the problem formulation that the researcher proposed in this research is as follows: 1) How effective is the implementation of disciplinary regulations in improving employee performance at the Population and Civil Registration Service of Cilegon City? 2) What are the inhibiting factors or obstacles in the process of implementing disciplinary regulations implemented by the Population and Civil Registration Service of Cilegon City? 3)

How does the Population and Civil Registration Service of Cilegon City improve the implementation of employee disciplinary regulations?

## **THEORETICAL REVIEW**

### **Effectiveness of Implementation of Disciplinary Regulations**

The word "effective" comes from the English word "effective," which means success or something done successfully. A popular scientific dictionary defines effectiveness as the accuracy of use, effectiveness, or support for a goal. "Effect" refers to the behavior or reaction of someone being observed (Zheng et al., 2026). Individuals being observed are likely to react in unusual ways because they feel they are being observed or participating in an experiment. **John, Robert, Michel** 2005 : 27 ). Etymologically, the word effective is often interpreted as achieving the desired target (producing desired result), has a pleasant impact (having a pleasing effect), is actual, real (actual and real) (Khairul Umam 2010 : 229).

Effectiveness comes from the word effective, which means the occurrence of a desired effect or consequence in an action. In the book *Encyclopedia of Administration* (2003:7), the word "effective" means being able to bring results or being effective. According

to Handoko et al. (2003:7), effectiveness is "the ability to choose the right goal or the right tool to achieve a predetermined goal". Effectiveness is a condition that contains the meaning of the occurrence of a desired effect or result. If someone does an action with a certain desired intention, then the action is said to be effective if it produces the desired effect or achieves the desired goal.

Meanwhile, according to Adi Gunawan in the Big Indonesian Dictionary, (2003: 113) which explains that effectiveness is more meaningful in terms of utility, namely the results of an activity in carrying out the activity. Stephen P. Robbins In his book *Organizational Theory*, he defines effectiveness as the extent to which an organization achieves its goals.

### Target Accuracy of Disciplinary Regulations

The implementation of disciplinary regulations is essentially a process of implementing public policy. Failure or ineffectiveness in its implementation is rarely caused by a single factor, but rather the result of a complex interaction of various variables. The policy implementation model developed by George C. Edwards III provides a comprehensive framework for diagnosing these failures systematically. According to Edwards III, successful policy implementation depends on four crucial, interrelated variables: communication, resources, disposition, and bureaucratic structure. Failure in one or more of these variables can be a significant inhibiting factor (Funa, 2026).

The accuracy of the target of disciplinary regulations refers to the extent to which the disciplinary regulations implemented in the Population and Civil Registration Service of Cilegon City can be accepted and understood well by employees, as well as the relevance of these regulations to existing disciplinary problems (especially related to punctuality). According to Makmur (2011:8), "the accuracy of targets is more oriented to the short term and is more operational, determining the right targets, whether set individually or targets set by the organization actually determines the success of organizational activities." Likewise, if the targets set are not appropriate, it will hinder the implementation of various activities themselves. In the context of this study, the accuracy of the target of disciplinary regulations will be seen from the extent to which the regulations specifically target disciplinary problems found in the Population and Civil Registration Service of Cilegon City, such as late arrival and early leaving (Odeck, 2026).

## **METHODOLOGY**

### **Types of research**

The research design used in this study is descriptive qualitative because this study produces conclusions in the form of data that describes in detail, not data in the form of numbers (Sule-dan, 2015).

### **Place and Time of Research**

This research was conducted at the Cilegon City Population and Civil Registration Office (Disdukcapil). The study is scheduled to run from March to August 2025.

### **Data collection techniques**

Data were collected through in-depth interviews, observations, and documentation studies. The interviews were conducted with selected informants using purposive sampling to obtain comprehensive information related to the research topic.

### Data analysis techniques

Data analysis was carried out using the interactive model of Miles, Huberman, and Saldaña, which consists of data condensation, data display, and conclusion drawing/verification. The analysis process was conducted continuously throughout the research to identify patterns, themes, and meanings emerging from the collected data (Ferdinandus, 2020).

## RESULT AND DISCUSSION

### Stage 1: Data Reduction

Data reduction is the intellectual process of selecting, focusing, simplifying, and abstracting large volumes of complex raw data (Pongtuluran et al., 2025). This process is not simply summarization, but rather a critical analysis to identify and categorize meaningful patterns within the data. The main process in this stage is coding (Okhakhu et al., 2025). A systematic coding scheme was developed, based on the four research sub-focuses established in Chapter III: Targeting, Socialization, Objectives, and Disciplinary Regulation Monitoring. Each line of the interview transcripts and field notes was carefully analyzed to assign relevant codes. For example:

- a) A statement from informant Akhmad Fazlurrohman, S.Kom., which read, "When I first joined... I never received any socialization... regarding employee disciplinary regulations in detail," was coded "Absence of Formal Socialization." This code was then grouped into a broader thematic category, namely "Ad-Hoc Socialization Methods," which falls under the umbrella of the main sub-focus "Disciplinary Regulation Socialization."
- b) Similarly, statements from several staff members indicating a perception that senior officials receive fewer consequences for tardiness were coded as "Perceived Double Standards." This code was further categorized under the theme "Inconsistency in Sanction Enforcement," which is part of the analysis sub-focus "Targeting Accuracy of Disciplinary Regulations."

Through this data reduction process, it was revealed that the collected data was not simply a random collection of complaints, but rather formed a coherent narrative. A more advanced understanding began to emerge here, namely that the issues emerging in the four sub-focuses were causally interconnected. For example, "Absence of Formal Socialization" directly contributed to the condition "Regulatory Objectives Not Achieved." Logically, employees cannot be expected to fully comply with the essence of a regulation whose substance was never formally and thoroughly socialized to them. This causal relationship, identified during the data reduction phase, elevates the level of analysis from mere description to causal explanation (Nwinyokpugi & Ebbe, 2019).

### Stage 2: Data Presentation (Data Display)

After data reduction, the next step is to present the coded data in a structured format to facilitate further understanding and analysis (Nyarkoh et al., 2023). The primary instrument used for data presentation in this study is the Gap Analysis table, as presented in

Tables IV.4 to IV.8. These tables are designed not as merely descriptive summaries, but as core analytical tools. Their structure systematically juxtaposes "Expected Conditions," the ideal state derived from formal regulations such as Government Regulation No. 94/2021 and organizational objectives, with "Real Conditions on the Ground," the empirical reality derived from coded interview and observation data. This structure visually and explicitly highlights the "Gap" between ideals and reality, which then serves as the backbone of the analysis for each sub-focus of the findings.

The consistent pattern of significant gaps seen across the four analysis tables (IV.5, IV.6, IV.7, and IV.8) provides a powerful next-level understanding: the problem at Disdukcapil is not an isolated failure in one area (e.g., monitoring alone), but rather a systemic failure across the entire discipline management cycle. Failure to adequately disseminate regulations (Table IV.6) leads to a failure to achieve the intended objectives (Table IV.7), which is exacerbated by inconsistent implementation (Table IV.5) and weak monitoring (Table IV.8). Presenting the data in this format makes the interconnectedness of these failures undeniable (Anthony, 2017).

### Stage 3: Conclusion Drawing and Verification

This stage is an iterative interpretation process to formulate conclusions from the patterns emerging in the presented data. Throughout this stage, the researcher continually moves back and forth between the raw data, codes, analysis tables, and emerging conclusions to ensure that any claims made are firmly rooted in empirical evidence.

Each conclusion drawn was consistently verified against the raw data. For example, the conclusion that "sanction application is inconsistent" was not based on the opinion of a single informant. This conclusion was strengthened through triangulation of statements from various staff members, the absence of formal sanctions recorded in personnel documentation for minor violations, and observational data showing that minor violations appeared to be overlooked.

It was at this stage that the most significant conclusion of this research was formulated: the phenomenon of "Ritualistic Compliance." The thought process that led to this conclusion was as follows: the data showed that employees were very compliant in carrying out their duties. *Ritual* administrative absence (as evidenced by the attendance rate above 99.95% in Table I.1). However, at the same time, they often violate *substance* of the regulation, namely punctuality. This indicates that the control mechanism (attendance machine) has become separated from its primary purpose (ensuring productive working hours). Compliance has become a superficial act aimed at avoiding administrative sanctions (such as allowance deductions, as expressed by informant Herlin Yulianty), rather than an internalized commitment to the value of discipline. This diagnosis successfully explains the central paradox of this thesis: how an organization can appear highly compliant on paper, yet simultaneously suffer from deep-seated discipline problems that negatively impact its performance. This conclusion transforms the findings from mere observations into a nuanced diagnosis of organizational culture.

This study involved 10 informants, consisting of structural officials and implementing staff at the Cilegon City Population and Civil Registration Service (Disdukcapil). Informants were selected using purposive sampling based on their involvement in the supervision and implementation of work discipline regulations. The details are as follows:

- I. 3 structural officials (echelon II, III and IV)

II. 7 implementing staff representing the population administration and civil registration services sector

**Analysis of Findings**

Based on Dunn's (2003) theory of public policy effectiveness, a policy is considered effective if it produces an impact consistent with its objectives. In this case, even though disciplinary regulations have been implemented and understood by employees, their implementation has not been optimal because:

1. Oversight and enforcement of sanctions are inconsistent, so that disciplined behavior has not become a culture.
2. The reward system is not yet integrated, so employees are not encouraged to comply with the rules voluntarily.
3. Attendance data is not optimized for disciplinary performance analysis.

Thus, the effectiveness of implementing disciplinary regulations at the Cilegon City Population and Civil Registry Service is still moderate, not yet reaching the optimal level.

To provide a concrete illustration of this process, the following matrix demonstrates how key findings were validated through the triangulation process.

**Table 1.** Triangulation Matrix for Validating Key Findings

Key Finding	Interview Data	Observation Data	Document Data
<b>Compliance Paradox: High Attendance vs. Low Punctuality</b>	An informant (Herlin Yulianty) stated that the primary concern was allowance deduction resulting from failure to register through the fingerprint system, rather than punctuality itself. This indicates a culture of present is what matters."	Direct observations revealed that several employees arrived after 08:00 a.m. and left the office at 04:00 p.m., despite being officially recorded as present.	Quantitative data analysis from Table I.1 shows an attendance rate exceeding 99.95%, while simultaneously recording 1,295 time-related violations (late arrivals and early departures) during 2024.
<b>Inconsistent Enforcement of Sanctions and Perceived Double Standards</b>	Statements from several staff members (implicitly) suggested that more readily imposed on lower-level employees, whereas violations committed by senior officials were often tolerated in order to "maintain good relationships."	No direct sanctions were observed when senior officials arrived late or were found in meetings early. Monitoring appeared to be stricter for operational staff.	No records of formal (written warnings) for minor disciplinary violations found in the personnel documents reviewed. Sanctions were documented only for severe or repeated offenses.
<b>Ad-Hoc and Unstructured Dissemination of</b>	An employee (Akhmad Fazlurrohman) explicitly related to	Information related to discipline	No official documents such as annual

Key Finding	Interview Data	Observation Data	Document Data
Regulations	stated that he had never received formal and detailed socialization regarding disciplinary regulations since joining the organization.	was delivered only briefly and verbally during morning disciplinary assemblies, without manuals for any question-and-answer sessions or in-depth explanation.	dissemination schedules, presentation materials, or disciplinary guideline for new employees were found in the personnel archives.

**Analysis of Findings Gap Analysis of the Target Accuracy of Disciplinary Regulations at the Cilegon City Population and Civil Registration Office (Disdukcapil)**

Referring to Pace & Faules' (2010) theory of organizational communication, policy dissemination must meet three main elements to be effective: frequency, message quality, and audience reach. Field findings indicate:

- a. The frequency of socialization is still low because it is not scheduled periodically.
- b. The quality of the message is not optimal because the material focuses too much on time discipline and does not discuss aspects of professional behavior enough.
- c. Audience reach is not yet comprehensive because not all employees have direct access to complete information, which is often hampered by employees who have to provide services to citizens.

This creates a gap between knowledge of the rules and their application in daily work behavior. The lack of intensity and depth of socialization impacts:

- a. Low awareness of discipline among some employees, especially those who rarely attend roll calls or meetings.
- b. Lack of uniformity of understanding among employees, which has the potential to give rise to different interpretations of the rules.
- c. The weakness of the culture of discipline is due to the lack of continuous reinforcement through coaching and supervision.

**Analysis of Findings Gap Analysis of the Dissemination of Disciplinary Regulations at the Cilegon City Population and Civil Registration Office (Disdukcapil)**

If we refer to the indicators of the objectives of disciplinary regulations according to Prosperous (2011) The success of objectives can be measured by the extent to which regulations are able to change employee behavior and improve organizational performance. In the case of the Cilegon City Population and Civil Registry Office, there is a gap between the established objectives and their implementation because:

- a) Data Not Used for Decision Making -The fingerprint system is only a recording tool, not a performance management instrument.

- b) No Periodic Evaluation –Without formal evaluation, it is difficult for management to know the effectiveness of regulations and the causes of violations.
- c) A Culture of Discipline Has Not Yet Been Formed –The lack of formal follow-up makes employees less motivated to consistently comply with regulations.

Due to weak monitoring and the absence of formal evaluation, several objectives of disciplinary regulations become difficult to achieve, including:

- a. Reduction in employee tardiness rates has been slow due to the lack of direct follow-up on violations.
- b. Improvement in organizational performance is hampered, reflected in the decline in work program realization from 98.3% (2022) to 82.3% (2024).
- c. The formation of a professional work culture is not yet consistent due to a lack of guidance and supervision from leaders.

### **Analysis of Findings Gap Analysis of the Objectives of Disciplinary Regulations and the Reality of Implementation at the Cilegon City Population and Civil Registry Office**

Based on Makmur's (2011) theory, effective monitoring must fulfill three elements: continuity, documentation, and follow-up. Field findings indicate that:

- 1. The element of continuity has not been fulfilled because monitoring is carried out incidentally.
- 2. The documentation element is weak because the monitoring results are not documented in the form of official reports.
- 3. The follow-up element is not yet consistent because some violations do not receive an adequate response.

This indicates that the monitoring system at the Cilegon City Population and Civil Registration Office (Disdukcapil) is not yet optimal in supporting the achievement of disciplinary regulation objectives. Weak monitoring directly impacts the effectiveness of disciplinary regulation implementation:

- a. Employees who violate the rules do not feel a deterrent effect because sanctions are rarely given.
- b. Leaders miss opportunities to identify patterns of violations and take preventive action.
- c. A disciplined work culture is difficult to form because there is no consistent and measurable supervision.

In the implementation of research on the effectiveness of the application of disciplinary regulations in improving the performance of civil servants at the Population and Civil Registration Service of Cilegon City, it is explained in several stages by referring to theoretical studies, interview results, document collection and field data. Theoretically, the stages are explained according to the theory put forward by Budiani (2007: 53), there are 4 (four) criteria for effectiveness, as follows:

a) Rule target accuracy

Civil Servant Discipline is the ability of employees to comply with obligations and avoid prohibitions stipulated in laws and/or official regulations which, if not complied with or violated, will be subject to disciplinary sanctions. In this study, the benchmark for enforcing Civil Servant disciplinary rules is by complying with obligations and avoiding prohibitions stipulated in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline and Cilegon Mayor Regulation Number 88 of 2022 concerning the Imposition of Disciplinary Penalties for State Civil Apparatus Employees within the Cilegon City Government. According to Soxedo, there are 3 indicators used to assess employee work discipline attitudes:

1) Working Hour Discipline

Discipline regarding working hours is the most important part in enforcing employee work discipline rules. Discipline in working hours includes from arriving at the office until leaving in accordance with the predetermined time. In the Decree of the Mayor of Cilegon Number 061.2 / Kep.313-ORB / 2021 Concerning the Provisions for Working Days and Hours of Employees in the Cilegon City Government Environment, paragraph FIRST states that the working hours of Civil Servants on Monday to Thursday are 07:45 and 16:00 local time and on Fridays are 07:45 and 16:30 local time, with a break time from 11:45 to 12:45 local time.

During direct observation, it was observed that some employees within the Population and Civil Registration Office (DPK) were still arriving at work at different times. These individuals arrived at the office late, ranging from 9:00 a.m. to 9:30 a.m., and some even arrived as late as 11:00 a.m. Furthermore, some were seen leaving early or leaving later than scheduled, with some leaving the office at 2:30 p.m. citing personal reasons.

Based on the results of the interviews conducted, it was found that some employees showed a low level of discipline in complying with working hours. The cause of lateness of employees coming to the office is often due to traffic jams, especially for employees who have long distances, besides that there are also those who have to take care of sick children, as expressed by several female employees who are married. Furthermore, regarding going home not according to the set time, the results of the interview showed that the reason for employees who go home early or go home not in accordance with the rules is because the employee has finished his work and there is nothing more that can be done or in other words, employees who go home before the set working hours still depend on the work of each employee, this illustrates that even though employees have known their main duties and functions, but when the employee feels that his work has been completed and there is nothing more that can be done then the employee can go home early or go home before the set time, In addition, there are also those who state that employees who go home early are because there are other urgent matters such as personal matters or family matters outside the office.

2) Achieving Officer Work Targets

Employee work targets are work plans and targets that are prepared and mutually agreed upon between employees and their superiors. These targets refer to the work plans and targets that employees must achieve within a specified timeframe. Achieving these

targets relates to the performance of employees' duties and the timely completion of their work. The purpose of these targets is to evaluate the performance of Civil Servants and ensure objectivity in considering promotions and appointments. The study found that employees were aware of the work targets and plans established with their superiors, which correspond to their respective duties and functions. Interviews generally revealed that the work plan at the Population and Civil Registration Office of Cilegon City is clearly defined and aligned with their respective positions. However, based on the assessments of superiors from each department, performance was still found to be suboptimal and not in accordance with the specified timeframe.

### 3) Providing Services

Public service is essentially always associated with an activity carried out by an individual or group of people or a particular institution/agency to provide assistance and convenience to the community in achieving certain goals. The most important thing in public service is how to provide services that facilitate and assist the community in meeting their interests and needs. The success of this public service process is highly dependent on the serving party, namely the government, and the party being served, namely the community. The results of the study indicate that there are still complaints about services at the Population and Civil Registration Service of Cilegon City, which is one of the components that provides direct services to the community and other components within the Cilegon City Government. Therefore, fast and accurate performance is essential for the continuity of Cilegon City Government activities.

#### b) Socialization of regulations

It is the ability of the implementing agency to socialize regulations so that information regarding the implementation of regulations can be conveyed to employees in general. According to Wilcox in Mardikanto (2013:86), "providing information is the first step taken to obtain more optimal results and facilitate the continuation of a job," because by providing information it can be used and increase the knowledge of the person receiving the information.

The socialization actually aims to provide an understanding of how disciplinary rules change, namely regarding Obligations and prohibitions for structural officials can motivate employees to improve their performance and provide the best service. Discipline is not only related to time, but also based on a person's behavior, including fulfilling obligations and not violating prohibitions. Discipline is closely related to a professional attitude in carrying out tasks and responsibilities. In his presentation, he emphasized the need for every direct superior to be proactive in carrying out ASN discipline development, especially in their respective work environments, so that it is hoped that in the future ASN at the Cilegon City Population and Civil Registration Service can at least carry out their obligations and avoid prohibitions for ASN as stated in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, but the socialization of regulations is not carried out regularly and consistently.

In this case, the regulation socialization has been carried out but is not optimal. Discipline regulation socialization can be done routinely every year and to remind employees about discipline can be delivered during roll call, ceremonies, or meetings. While the disciplinary regulation socialization is ongoing, it is also necessary to conduct

supervision and guidance in the workplace regarding employee discipline, for example through Education and Training (Diklat), Technical Guidance (Bimtek), Seminars (ESQ), and other forms of work programs aimed at providing an understanding of regulations related to employee discipline. This allows leaders to motivate their employees to maintain discipline and high work morale.

c) Purpose of the regulation

The purpose of the regulation, namely the extent to which the results of the regulation match the previously established regulatory objectives. According to Duncan in Steers (1985:53) states that, "achieving goals is the overall effort to achieve goals must be viewed as a process." Therefore, in order to ensure the achievement of the final goal, stages are needed both in the sense of phasing out the achievement of its parts and stages in the sense of its periodization. Achieving goals consists of several factors, namely: time period and targets which are concrete targets.

d) Regulatory monitoring

This is an activity carried out after regulations are established as a form of attention to employees. Furthermore, according to Winardi (2010:7), "supervision includes the act of checking and comparing the results achieved with the standards that have been outlined." If the results achieved deviate from the applicable standards, corrective action is needed to correct them. Furthermore, according to Bohari (1992:3) in (Fahrojih 2016:24).

*"Regulations are created to assist an institution in achieving its mission. One of the Ministry of Home Affairs' missions is to ensure the smooth running of public services. Therefore, regulations regarding discipline, outreach, and monitoring are crucial."*

So far, according to the researchers' observations, the monitoring has not been implemented properly. Absence monitoring using tools such as fingerprints has been conducted, but there is no disciplinary program monitoring process carried out by management. Management only receives input, criticism, and suggestions directly from employees. However, there is no formal evaluation activity from management. By linking each finding to relevant theories and previous research results, this discussion not only verifies the findings with the literature but also provides an in-depth interpretation of the causes, implications, and possible policy improvements.

### **Discussion of Findings of Sub Focus 1: Accuracy of Targeting of Disciplinary Regulations**

The research results show that the disciplinary regulations in force at the Cilegon City Population and Civil Registration Office, namely Government Regulation Number 94 of 2021, are normatively designed to cover all civil servants without discrimination based on position, status, or work unit. However, implementation in the field shows inconsistencies, particularly regarding the equality of sanctions enforcement.

According to Dunn (2003), one indicator of the success of public policy is targeting accuracy, meaning that the policy must be consistently applied to the intended target group. In the context of this study, the target group is all Civil Servants of the Civil Registration Department (Disdukcapil), but field data shows that violations committed by structural

officials are more often ignored or handled informally, while similar violations by staff are quickly reprimanded.

This phenomenon is in line with the findings of Thoha (2008) who stated that unfairness in the application of rules will reduce the legitimacy of policies in the eyes of employees, and ultimately reduce the level of compliance. When employees perceive double standards (*double standard*), their motivation to comply with the rules will decrease, which in turn will hinder the achievement of policy objectives.

Furthermore, the focus of disciplinary enforcement at the Civil Registration Office (Disdukcapil) is still limited to time discipline (attendance, tardiness, and early departure), while performance discipline (completion of tasks on time, quality of work results, and integrity) receives less attention. This aligns with Makmur's (2011) opinion, which emphasizes that discipline must be viewed holistically, encompassing time discipline, procedural discipline, and work results discipline.

Thus, the discussion of these findings leads to the conclusion that the accuracy of the targets of disciplinary regulations at the Population and Civil Registry Service is not optimal, because the implementation is still focused on certain aspects and is not consistent across all levels of employees.

## **Discussion of Findings of Sub Focus 2: Socialization of Disciplinary Regulations**

The socialization of disciplinary regulations at the Civil Registration Office (Disdukcapil) is carried out through morning roll calls, staff meetings, and internal meetings, but is not carried out routinely, is not structured, and is not supported by written documentation media such as modules or guides. According to the organizational communication theory put forward by Pace & Faules (2010), the effectiveness of policy socialization is greatly influenced by three main factors:

- 1) Frequency of information delivery.
- 2) Message quality (completeness and clarity of material).
- 3) Audience reach (number and diversity of information recipients).

The research results show that these three factors have not been optimally fulfilled:

- a. Frequency: Socialization does not have a standard schedule, it is more incidental in nature.
- b. Message quality: The material focuses too much on the aspect of presence, while aspects of integrity and prohibition of deviant behavior are rarely discussed.
- c. Audience reach: Employees who do not attend roll calls/meetings often miss out on information, resulting in uneven understanding.

This has the potential to hinder the effectiveness of implementing discipline because, as Wilcox stated in Mardikanto (2013), uneven delivery of information will result in gaps in

understanding, which can trigger different interpretations among employees. From a human resource management perspective, this lack of socialization can impact organizational culture. If some employees don't fully understand the rules, discipline will be fragmented and its effectiveness difficult to measure.

### **Discussion of Findings Sub Focus 3: Objectives of Disciplinary Regulations**

The goal of implementing disciplinary regulations at the Cilegon City Population and Civil Registration Office is to improve compliance with work regulations, encourage professional performance, and provide quality public services. However, monitoring the achievement of these goals has not been optimal.

The findings show that despite the use of the attendance system *finger print* There is no formal evaluation of the discipline program. Management only receives informal input and criticism without formal documentation. This contradicts Siagian's (2002) view that achieving policy objectives requires regular evaluation to ensure the relevance and effectiveness of implementation.

The lack of formal evaluation makes it difficult to measure the extent to which disciplinary regulations have achieved their stated objectives. Furthermore, the goal of establishing a culture of discipline and professionalism has not been fully realized, as enforcement of the regulations has been inconsistent and the development system remains weak.

Thus, in order to achieve the objectives of disciplinary regulations, a structured evaluation mechanism, documentation of monitoring results, and integration between sanctions and rewards are required to strengthen employee motivation.

### **Discussion of Findings of Sub Focus 4: Monitoring of Disciplinary Regulations**

Monitoring of disciplinary regulations at the Cilegon City Population and Civil Registration Office has been implemented in two ways: administrative monitoring (attendance) *finger print*) and direct supervision by the leadership. However, the findings show that:

- 1) Attendance data is only stored as an archive without in-depth analysis.
- 2) Direct supervision is incidental, unscheduled, and undocumented.
- 3) There is no special disciplinary evaluation meeting.

In relation to Makmur's (2011) theory, effective monitoring must fulfill three elements: continuity, documentation, and follow-up. Research results indicate that these three elements have not been met:

- a. Continuity is weak due to unscheduled monitoring.
- b. Documentation is minimal so there is no formal evidence for follow-up.
- c. Follow-up on violations is inconsistent, especially for minor violations.

This has implications for a weak culture of discipline within the organization. Employees feel no deterrent effect, and management loses crucial data for policy improvement. According to Handoko (2011), structured and documented monitoring is key to ensuring

employee compliance with regulations. Therefore, a data-based monitoring system, behavioral assessment instruments, formal documentation, and regular evaluation meetings are needed to increase the effectiveness of implementing disciplinary regulations.

This condition strengthens Robbins' (2015) view that without consistent monitoring and follow-up, regulations will only become "dead documents" that have no effect on employee behavior. In addition, the gap between the ideal and actual mechanisms shown in the tables and diagrams in Chapter IV is evidence that Disdukcapil requires improvements to its data-based monitoring system, including analysis of violation trends and regular evaluation meetings.

Based on the results of the discussion above regarding the factors that cause the ineffectiveness of the implementation of disciplinary regulations implemented at the Population and Civil Registry Service are the lack of concern among employees to remind each other, the need for additional support facilities and infrastructure in monitoring employee discipline, the absence of rewards and punishments for employees who violate or employees who perform well and the lack of firmness of leaders in taking action against employees who have violated disciplinary/indiscipline rules.

- a) Lack of commitment and responsibility on the part of each officer in their work;
- b) Lack of concern among employees to remind each other;
- c) The rewards and punishments applied to employees who violate regulations or employees who perform well are not yet clear.

Based on the research results above, it can be concluded that the efforts of the Population and Civil Registration Service of Cilegon City in increasing the effectiveness of employee discipline development are:

- a) Making changes to regulations that are clearer and more stringent will result in sanctions being given to undisciplined employees as well as to their immediate superiors as a form of firmness and maintaining an inseparable relationship between immediate superiors and subordinates, both for the benefit of the organization and for the employees. Lack of firmness from leadership results in employee discipline or employee attitudes that lack respect for regulations. Thus, if existing regulations or regulations are ignored, or are often violated, then employees have poor work discipline. On the contrary, if employees submit to existing regulations, it illustrates the existence of good disciplinary conditions;
- b) Providing supporting facilities and infrastructure is an important factor in an organization to support the achievement of organizational goals. Apart from that, it will be easier if a system is created that is directly connected to...*dashboard* leaders to monitor the level of discipline of their employees so that employees can work in an orderly manner and maintain the quality of performance through employee discipline;
- c) Conducting employee assessments which will later be used as a basis for giving awards to high-achieving employees and giving sanctions to undisciplined employees, for example by posting photos of exemplary employees on the bulletin board or notice board every year so that employees

- at the Population and Civil Registration Service of Cilegon City can compete healthily;
- d) Creating activities that foster caring values among employees to maintain order and smooth task execution, leading to optimal results. Employees will also enjoy a pleasant work environment, which will increase their enthusiasm for their work. This way, employees can carry out their duties with full awareness and maximize their energy and intelligence to achieve organizational goals.

## CONCLUSION

Based on the research results, it can be concluded that the implementation of disciplinary regulations at the Population and Civil Registration Office of Cilegon City has not been effective in supporting improved employee performance. Although employee attendance rates are very high, significant violations of time discipline are still found, indicating a gap between administrative compliance and substantive discipline. This condition is influenced by several factors, namely inconsistency in enforcing sanctions, unstructured and unsustainable regulation dissemination, the lack of integration of the disciplinary system with organizational performance achievements, and weak monitoring and evaluation functions that are still administrative in nature. As a result, the goal of disciplinary regulations to establish a professional, productive, and public service-oriented work culture has not been optimally achieved. Therefore, comprehensive improvement efforts are needed through strengthening the consistency of rule enforcement, improving the quality of dissemination, utilizing disciplinary data as a basis for decision-making, and developing a more active and sustainable monitoring system so that discipline is not only a formal obligation, but also becomes a work culture that supports overall organizational performance improvement.

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