



Research Article

Efforts To Improve The Discipline Performance of The State Civil Apparatus at The Sorong City Secretariat

Fitri Yanti ^{1*}, Charis Christiani ², Sumarmo ³

1. Program Magister Administrasi Publik, Universitas 17 Agustus 1945 Semarang, Indonesia
Email : fitriyanti02123@gmail.com
2. Program Magister Administrasi Publik, Universitas 17 Agustus 1945 Semarang, Indonesia
Email : Charis-christiani@untagsmg.ac.id
3. Program Magister Administrasi Publik, Universitas 17 Agustus 1945 Semarang, Indonesia
Email : sumarno@untagsmg.ac.id

* Corresponding Author: fitriyanti02123@gmail.com

Abstract, This study aims to analyze efforts to improve the disciplinary performance of the State Civil Apparatus (ASN) in the Sorong City Regional Secretariat through the approach of apparatus compliance, internal supervision, enforcement of disciplinary sanctions, and organizational work culture. The research uses a mixed methods method, namely a quantitative approach through the dissemination of a Likert scale questionnaire analyzed using descriptive statistics and correlation, as well as a qualitative approach through in-depth interviews with the Regional Secretary, Head of the Inspectorate, Head of BKPSDM, Head of Organization and Administration, and Head of the People's Welfare Section. The study's results show that organizational work culture and internal supervision are positively related to apparatus compliance. At the same time, the enforcement of disciplinary sanctions plays a supporting role in maintaining the consistency of ASN discipline. Qualitative findings reinforce that leadership examples, employee development, and technology-based monitoring systems are important factors in improving apparatus discipline. The study's implications indicate that improving ASN discipline requires an integrated approach that strengthens the supervision system, fosters employee development, and develops an organizational work culture oriented towards public services. The study's limitation is in the narrow scope of respondents in the Sorong City Regional Secretariat; therefore, further research is recommended to include more regional apparatus and employ more comprehensive statistical analysis to yield deeper results.

Keywords: ASN Discipline; Disciplinary Sanctions; Internal Supervision; Organizational Work Culture; Public Services.

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1. INTRODUCTION

Improving the disciplinary performance of the State Civil Apparatus (ASN) is a strategic national issue because it directly affects the quality of government administration and public services. The Government of Indonesia, through various regulations, such as bureaucratic reform and the ASN performance management system, continues to encourage the improvement of professionalism, integrity, and discipline of the apparatus in order to realize effective and accountable governance. ASN discipline is an important factor because low compliance with working hours, standard operating procedures, and position responsibilities can reduce the quality of service to the community and hinder the achievement of regional development goals (Ministry of PANRB, 2023). Therefore, strengthening the supervision system, providing sanctions, and developing a productive organizational work culture are on the national agenda in an effort to improve the performance of the government apparatus.

In the context of public services, the work discipline of ASN is closely linked to the quality of services provided to the community. Effective public service requires officials who are committed to working responsibly, punctually, complying with rules, and working professionally. The concept of public service emphasizes that the government serves as a provider of public services that must ensure public satisfaction through fast, precise, transparent, and accountable services (Dwiyanto, 2018). Thus, improving ASN discipline not

only has an impact on the internal aspects of the organization but also on public trust in the government. The local government, as the direct provider of public services, is required to ensure that all apparatus maintain a high level of discipline so that the services provided meet the expected quality standards.

At the regional level, the gap between expected discipline standards and actual conditions is still often found, including within the Sorong City Government. Some indications that have emerged include delays in employee attendance, nonconformity in performing duties with work standards, and insufficient internal supervision of work discipline. This condition shows the difference between the regulations that have been set and the implementation in the field. This gap could affect the effectiveness of public service delivery because apparatus discipline is a key factor in determining the performance of government organizations. Therefore, systematic efforts are needed to identify the factors affecting the level of discipline among ASN and to formulate a more effective strategy to improve disciplinary performance within the Sorong City Government.

Theoretically, improvements in ASN discipline can be explained by organizational discipline theory and work motivation theory. The theory of organizational discipline emphasizes that the supervision system influences employees' compliance with organizational rules, the consistency of sanctions, and the clarity of applicable regulations (Rivai, 2015). Meanwhile, work motivation theory explains that employee discipline is influenced not only by external control factors but also by internal motivations such as achievement needs, rewards, and job satisfaction (Robbins & Judge, 2017). The relationship between the two theories indicates that improving ASN discipline requires a comprehensive approach that combines strengthening the supervisory system and increasing employee motivation. In a conceptual framework, the ASN discipline is closely related to apparatus compliance, internal supervision, the enforcement of disciplinary sanctions, and organizational work culture. The four concepts interact in shape the apparatus's work behavior, ultimately affecting organizational performance and the quality of public services.

Several previous studies have shown that the work discipline of government officials remains a challenge in local government implementation. Research by Pratama (2020) found that suboptimal internal supervision is one of the causes of low employee discipline in local government agencies. Meanwhile, research by Sari and Nugroho (2021) shows that inconsistent application of disciplinary sanctions leads employees to lack awareness of compliance with work rules. Another study by Rahman (2022) confirms that an organizational work culture that does not fully support the professionalism of the apparatus also contributes to low levels of discipline among civil servants. However, most research still focuses on government agencies in certain regions. It has not examined in detail efforts to improve the performance of the ASN discipline at the Sorong City Regional Secretariat, leaving gaps that require further study.

The selection of Sorong City as the research locus is based on the consideration that it is one of the regional growth centers in Southwest Papua and plays a strategic role in the delivery of government and public services. The Sorong City Regional Secretariat, as an element of local government staff, has an important function in coordinating government administration, policy formulation, and administrative services that support all regional apparatus. The level of ASN discipline at the Regional Secretariat greatly determines the effectiveness of government coordination and the quality of administrative services provided to the community and other regional apparatus. Therefore, research on efforts to improve the disciplinary performance of ASN at the Sorong City Regional Secretariat is important for producing policy recommendations that can support improvements in the performance of the apparatus and the quality of public services in the area.

Based on this description, the problem of this research is formulated in a major question: *How are efforts to improve the disciplinary performance of the State Civil Apparatus in the Sorong City Regional Secretariat in supporting the improvement of the quality of public services?* Thus, this research is entitled "Efforts to Improve the Disciplinary Performance of State Civil Apparatus in the Regional Secretariat of Sorong City."

2. LITERATURE REVIEW

Organizational Discipline Theory

Organizational Discipline Theory explains that work discipline is a state in which employees comply with all rules, procedures, and work standards set by the organization.

Discipline not only reflects formal compliance with working hours or discipline, but also includes responsibility in carrying out tasks, consistency in achieving work targets, and commitment to organizational values (Rivai, 2015). From a human resource management perspective, organizational discipline serves as a control mechanism that helps maintain order and effectiveness in organizational operations, enabling optimal achievement of organizational goals.

Several main factors influence the application of organizational discipline: the clarity of rules, the leader's example, the effectiveness of the supervisory system, and the consistency of sanctions and rewards. Organizations with clear rules and consistent enforcement tend to have higher levels of employee discipline than those that apply rules inconsistently. In addition, organizational discipline is also closely related to the work culture that develops in the organization because work values that emphasize responsibility and professionalism can strengthen employees' awareness to obey the rules voluntarily. Thus, organizational discipline is an important factor in improving employee performance and the effectiveness of public service delivery.

Work Motivation Theory

Work Motivation Theory explains that an individual's work behavior, including the level of discipline and employee performance, is influenced by internal and external impulses that motivate a person to act in achieving certain goals. Work motivation is related to individual needs, such as rewards, achievement, job security, and career development opportunities, which encourage employees to work optimally (Robbins & Judge, 2017). Employees who have high work motivation tend to show greater commitment to the organization, comply with work rules, and strive to improve performance quality in an ongoing manner.

In the context of government organizations, work motivation is not only influenced by material factors such as salary and benefits, but also by non-material factors such as performance awards, a conducive work environment, inspirational leadership, and competency development opportunities. When the organization meets employees' motivational needs, compliance with its rules increases because employees have the internal motivation to work professionally. Thus, work motivation is a psychological factor that strengthens the application of organizational discipline, so that the combination of a clear disciplinary system and high work motivation can improve the overall performance of the apparatus.

Apparatus Compliance Concept

Apparatus compliance is the level of willingness of the State Civil Apparatus (ASN) to comply with the regulations, work procedures, and operational standards that apply in government organizations. Obedience not only reflects formal behavior, such in presence and compliance with superiors' orders, but also includes the willingness to carry out duties professionally, responsibly, and in accordance with the principles of public accountability (Sedarmayanti, 2017). Apparatus compliance is the primary indicator of organizational discipline, as organizations with high compliance tend to perform better in public service.

From an organizational management perspective, the compliance of the apparatus is influenced by several factors, including the clarity of regulations, the internal supervision system, the consistency of disciplinary sanction application, and the organizational work culture that supports professionalism. Compliance formed through supervision and sanctions is usually external, while compliance formed through organizational work culture and work motivation tends to be more sustainable because it comes from individual awareness (Robbins & Judge, 2017). Therefore, the apparatus's compliance is closely related to internal supervision and the enforcement of disciplinary sanctions as formal control mechanisms, as well as to organizational work culture as an informal control mechanism. The integration of the four concepts will strengthen the ASN discipline system, ensuring consistent compliance with the apparatus in the implementation of government duties.

Concept of Internal Oversight

Internal supervision is a control process carried out systematically by the organization to ensure that all employee activities run in accordance with regulations, work plans, and operational standards that have been set. In government organizations, internal supervision aims to prevent irregularities, improve employee discipline, and ensure the effective implementation of public programs and services (Mardiasmo, 2018). An effective internal supervision system includes monitoring activities, performance evaluations, administrative inspections, and periodic reports on task implementation.

Internal supervision is closely linked to apparatus compliance, as employee compliance is often influenced by the intensity and quality of supervision provided by the leadership or supervisory unit. The clearer the supervision mechanism, the higher the likelihood that employees will comply with the organization's rules. In addition, internal supervision is related to the enforcement of disciplinary sanctions, as the results of supervision are the basis for determining the corrective action given to employees who commit violations. On the other hand, internal oversight also helps shape an organizational work culture that emphasizes professionalism and accountability. Thus, internal supervision serves as a formal control mechanism that links apparatus compliance, the enforcement of disciplinary sanctions, and the formation of a disciplined organizational work culture.

The Concept of Enforcement of Disciplinary Sanctions

The enforcement of disciplinary sanctions is an organizational action in providing administrative consequences or punishments to employees who violate work rules or personnel provisions. The main purpose of enforcing disciplinary sanctions is not solely to provide punishments, but also to create a deterrent effect, maintain organizational justice, and ensure consistency in the application of applicable rules (Rivai, 2015). Discipline sanctions applied consistently and transparently can increase employees' awareness of the importance of compliance and strengthen the overall organizational discipline system.

The enforcement of disciplinary sanctions is directly related to internal supervision, as sanctions are usually based on the findings of supervision. Without an effective supervision system, disciplinary violations are difficult to detect, so the application of sanctions is not optimal. In addition, the consistency of sanctions enforcement affects the level of compliance within the organization; if sanctions are applied selectively or unfairly, employees tend to ignore organizational rules. On the other hand, applying fair and professional sanctions can support the development of an organizational work culture that emphasizes integrity, responsibility, and professionalism. Thus, the enforcement of disciplinary sanctions serves as a formal control mechanism that strengthens the relationship between internal supervision, apparatus compliance, and organizational work culture in improving ASN discipline.

Organizational Work Culture Concept (±250 words)

Organizational work culture is a system of values, norms, and work habits that develops in an organization and becomes a code of behavior for all members of the organization in carrying out their duties. Work culture reflects how employees interact, work together, and view responsibility and discipline as part of the organization's identity (Schein, 2017). In government organizations, a strong work culture is usually characterized by a commitment to integrity, professionalism, accountability, and public service orientation.

Organizational work culture plays an important role in shaping the compliance of the apparatus, as strongly embedded organizational values can encourage employees to obey the rules without always needing supervision. A work culture that emphasizes discipline and responsibility will strengthen the effectiveness of internal supervision and the enforcement of disciplinary sanctions, as employees share a collective awareness of maintaining standards of work behavior. On the other hand, a permissive work culture toward rule violations can weaken the supervisory system and reduce the apparatus's level of compliance. Therefore, the organizational work culture functions as an informal control mechanism that complements internal supervision and enforcement of disciplinary sanctions. The integration of a strong organizational work culture, an effective supervision system, and consistent enforcement of sanctions will create a work environment that sustainably fosters the apparatus's discipline and improves the performance of government organizations.

3. RESEARCH METHODS

This study uses a mixed-methods approach that combines quantitative and qualitative methods within in single research design to provide a more comprehensive understanding of efforts to improve the disciplinary performance of the State Civil Apparatus (ASN). The mixed-methods approach allows researchers to integrate numerical and narrative data, making the research results stronger and more complementary (Creswell, 2014).

A quantitative approach was used to measure the level of compliance of the apparatus, the effectiveness of internal supervision, the enforcement of disciplinary sanctions, and the organizational work culture through the distribution of a Likert-scale questionnaire to ASN respondents within the Sorong City Regional Secretariat. Quantitative data were analyzed using descriptive statistics to describe the levels of each research variable and correlation analysis to

determine relationships among the variables studied (Sugiyono, 2019). The results of the quantitative analysis provide an overview of the condition of the ASN discipline measurably.

Meanwhile, a qualitative approach is used to deepen understanding of the factors that affect the ASN discipline through in-depth interviews and document analysis. The analysis techniques used are triangulation of sources and methods to ensure data validity, as well as thematic analysis to identify key themes related to the apparatus's discipline (Miles, Huberman, & Saldaña, 2014). The research resource persons consisted of the Regional Secretary of Sorong City, the Head of the Sorong City Inspectorate, the Head of the Sorong City BKPSDM, the Head of the Organization and Administration Section (Ortal), and the Head of the People's Welfare Section (Kesra) of the Sorong City Regional Secretariat. With these two approaches combined, the research is expected to provide a comprehensive empirical picture of efforts to improve the performance of the ASN discipline in the Sorong City Regional Secretariat.

4. RESEARCH RESULTS

Quantitative Analysis

The following table presents the results of the correlation analysis among the research variables: apparatus compliance, internal supervision, enforcement of disciplinary sanctions, and organizational work culture. This analysis aims to determine the degree of relationship between concepts and to provide an empirical picture of the relationships among factors that affect the discipline of the State Civil Apparatus.

Table 1 Correlation Matrix.

| Variable | Apparatus Compliance | Internal Oversight | Enforcement of Disciplinary Sanctions | Organizational Work Skills |
|---------------------------------------|----------------------|--------------------|---------------------------------------|----------------------------|
| Apparatus Compliance | 1 | 0.052 | 0.019 | 0.354 |
| Internal Oversight | 0.252 | 1 | -0.238 | 0.221 |
| Enforcement of Disciplinary Sanctions | 0.019 | -0.238 | 1 | -0.261 |
| Organizational Work Skills | 0.354 | 0.221 | -0.261 | 1 |

Based on the correlation analysis between the research variables, the relationship between apparatus compliance and internal supervision shows a correlation coefficient of 0.252, indicating a positive relationship with low relationship strength. This shows that the better the implementation of internal supervision, the greater the apparatus's compliance, although the effect is not strong. This condition indicates that internal supervision still plays a role in encouraging ASN compliance, but it needs to be supported by other factors such as work culture and employee motivation. The relationship between apparatus compliance and the enforcement of disciplinary sanctions showed a correlation of 0.109, which is in the very low range. This shows that applying disciplinary sanctions alone is not sufficient in increase the apparatus's compliance, so other approaches are needed, such as coaching, continuous supervision, and strengthening the organization's work culture.

Meanwhile, the relationship between apparatus compliance and organizational work culture has a correlation coefficient of 0.354, indicating a positive relationship with low relationship strength but the highest among the variables. These results show that the organization's work culture has a relatively larger role in shaping ASN compliance. Thus, improving the discipline of the apparatus depends not only on supervision and sanction mechanisms but also on strengthening the organization's work culture, which emphasizes professionalism, responsibility, and commitment to public service.

Qualitative Analysis

Based on the results of interviews with the speakers, namely the Regional Secretary, the Head of the Inspectorate, the Head of BKPSDM, the Head of the Organization and Administration Section, and the Head of the People's Welfare Section of the Sorong City Regional Secretariat, it was found that the level of discipline of the State Civil Apparatus in general has shown a fairly good condition. However, there are still several obstacles in its implementation. Several speakers said that disciplinary violations that still occur include late

attendance, untimely completion of work, and inadequate compliance with standard operating procedures in some work units.

The results of the interviews also show that internal supervision has been carried out through an electronic attendance system, performance monitoring, and periodic evaluations by the leadership, but its effectiveness still needs to be improved, especially in terms of consistency in the implementation of monitoring across all work units. Disciplinary sanctions have been enforced in accordance with applicable regulations. However, the coaching approach remains more dominant than formal sanctions, so the deterrent effect on disciplinary violations has not been optimal. In addition, the organization's work culture, which emphasizes professionalism, integrity, and a public service orientation, is beginning to take shape. However, it still needs to be strengthened through leadership examples, continuous coaching, and increasing employee awareness of the importance of work discipline in supporting the quality of public services within the Sorong City Regional Secretariat.

Discussion

Triangulation Analysis and Thematic Interpretation

The triangulation of quantitative data (variable correlations) and qualitative data (interviews) indicates that improvements in the ASN discipline are influenced not only by the formal supervision system but also by organizational work culture and the consistency of rule enforcement. Correlation analysis showed that organizational work culture had the strongest relationship with apparatus compliance. At the same time, interview results corroborated that exemplary leadership and employee development were the dominant factors in maintaining work discipline. Thus, integrating structural and cultural approaches is an important factor in improving the ASN discipline.

Theme 1: Strengthening Internal Oversight

The first theme that emerged from the triangulation results was the importance of strengthening internal supervision as an important factor in improving apparatus compliance. Quantitative data indicate a positive relationship between internal supervision and ASN compliance. Interview results show that supervision mechanisms such as electronic attendance, performance monitoring, and periodic evaluations have been implemented, but consistency across all work units still needs to be strengthened. This shows that the success of supervision depends not only on the available system but also on the consistency of implementation and leaders' commitment to conducting continuous monitoring.

Previous research has shown that internal supervision plays an important role in improving employee work discipline by providing direct control over work behavior and preventing violations of organizational rules (Pratama, 2020). In addition, systematic supervision can increase employee accountability and encourage compliance with work procedures (Mardiasmo, 2018). Therefore, strengthening internal supervision through increasing the frequency of monitoring, the use of information technology, and the consistency of performance evaluation is an important strategy in improving ASN discipline within the Sorong City Regional Secretariat.

Theme 2: Disciplined Work Culture

The second theme that emerged was the work culture of discipline as the dominant factor in shaping the apparatus's compliance. The quantitative analysis showed that organizational work culture had the strongest correlation with ASN compliance, compared with other variables. This finding was supported by interview results, which indicated that leadership examples, routine coaching, and professional values instilled in the organization have a significant influence on employee discipline. A work culture that emphasizes responsibility, integrity, and a public service orientation can shape employees' internal awareness of complying with rules, so they do not always need direct supervision.

Previous research has shown that organizational culture is the main factor that influences employee work behavior because the values and norms that develop in the organization become guidelines for acting (Schein, 2017). In addition, Rahman (2022) emphasized that a strong work culture can improve apparatus discipline in an ongoing manner because compliance is not only driven by formal rules but also by the collective consciousness of the organization. Therefore, strengthening the disciplined work culture through leadership examples, continuous coaching, and internalizing organizational values is an important strategy in improving the performance of the ASN discipline.

Theme 3: Consistency in Enforcement of Disciplinary Sanctions

The third theme that emerged was the consistency of disciplinary sanction enforcement as a supporting factor for the effectiveness of the organizational discipline system. The interview results show that disciplinary sanctions have been enforced in accordance with applicable regulations. However, the coaching approach remains more prominent than formal sanctions, so the deterrent effect on disciplinary violations has not been fully effective. These findings show that a balance between coaching and consistent implementation of sanctions is necessary for organizational rules to be implemented effectively.

Previous research has shown that the application of inconsistent disciplinary sanctions can reduce employee compliance levels because employees do not see clear consequences for violating the rules (Sari & Nugroho, 2021). Rivai (2015) also emphasized that an effective organizational discipline system must be supported by the application of fair, transparent, and consistent sanctions in order to increase employee awareness of the importance of compliance with work rules. Thus, improving ASN discipline requires consistency in sanctions enforcement supported by an internal supervision system and continuous employee coaching.

Based on the results of interviews with five main speakers, namely the Regional Secretary of Sorong City, the Head of the Sorong City Inspectorate, the Head of the Sorong City BKPSDM, the Head of the Organization and Administration Section (Ortal), and the Head of the People's Welfare Section (Kesra), several important findings were obtained related to efforts to improve the disciplinary performance of the State Civil Apparatus (ASN) within the Sorong City Regional Secretariat. In general, all speakers said that the level of ASN discipline is in the category of quite good. However, there are still several problems that require attention, especially related to consistency in compliance with working hours, timely completion of tasks, and compliance with standard operating procedures in several work units.

The Regional Secretary of Sorong City explained that the local government has implemented various policies to improve ASN discipline, including an electronic attendance system, periodic performance evaluations, and routine coaching through apples and coordination meetings. However, some employees still show a level of discipline that is not optimal, so it is necessary to strengthen ongoing supervision and coaching on an ongoing basis. The Head of the Sorong City Inspectorate added that the internal audit still found minor disciplinary violations, such as late attendance and absences without clear information, although the number was relatively small. The Inspectorate routinely conducts internal audits and provides follow-up recommendations to regional apparatus to improve employee compliance.

From a personnel management perspective, the Head of the Sorong City BKPSDM said that efforts to improve ASN discipline were implemented through coaching, work ethic training, and performance monitoring using a digital system. Disciplinary sanctions have been enforced in accordance with applicable regulations, but coaching remains a priority to enable sustainable changes in employee behavior. This shows that the strategy of increasing discipline does not rely solely on sanctions but also prioritizes an approach to coaching and developing employee capacity.

Meanwhile, the Head of the Organization and Administration Section emphasized that ASN discipline is also greatly influenced by the clarity of the organizational structure, the division of duties, and the standard operating procedures used in each work unit. A more systematic organizational structure and clear SOPs are expected to increase employee compliance, as each employee understands their duties and responsibilities more clearly. On the other hand, the Head of the People's Welfare Section said that a work culture oriented towards community service is an important factor in maintaining employee discipline, especially in work units with a high intensity of public service.

Overall, the results of the interviews showed that the improvement of ASN discipline at the Sorong City Regional Secretariat was influenced by several main factors, namely the effectiveness of internal supervision, the consistency of coaching and enforcement of disciplinary sanctions, the clarity of organizational systems and work procedures, and the strengthening of work culture that emphasizes professionalism and public service orientation. These findings show that efforts to improve ASN discipline require an integrated approach between supervision policies, personnel management, organizational structuring, and the development of organizational work culture so that apparatus discipline can be maintained sustainably and have an impact on improving the quality of public services.

5. CONCLUSION

Based on the results of the research, it can be concluded that efforts to improve the disciplinary performance of the State Civil Apparatus (ASN) in the Sorong City Regional Secretariat are influenced by several main factors, namely the compliance of the apparatus, the effectiveness of internal supervision, the consistency of the enforcement of disciplinary sanctions, and the strengthening of the organization's work culture. In response to the research question on how to improve the performance of the ASN discipline, the quantitative analysis showed that organizational work culture and internal supervision were positively related to apparatus compliance. In contrast, the qualitative analysis found that continuous coaching, leadership by example, and the implementation of a performance monitoring system were important factors in maintaining employee discipline. Thus, improving ASN discipline requires an integrated approach that combines an effective supervision system, employee development, and a strengthened organizational work culture oriented towards professionalism and public service.

The theoretical implications of this study show that organizational discipline theory and work motivation theory complement each other in explaining ASN disciplinary behavior, where discipline is influenced not only by formal control mechanisms such as supervision and sanctions but also by internal factors in including work culture values and employee motivation. In practice, this study implies that local governments need to strengthen technology-based internal supervision systems, improve the consistency of disciplinary sanction enforcement, and develop sustainable work culture programs to improve the disciplinary performance of civil servants.

This study has limitations in that the number of quantitative respondents is limited to the Sorong City Regional Secretariat, and it uses a descriptive-correlation approach that has not tested causal relationships between variables. Therefore, further research is recommended to use a larger number of respondents, involving several regional apparatus, and use more complex analysis methods such as regression or structural models in order to provide a more comprehensive understanding of the factors that affect the ASN discipline.

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