



# Study and analysis of the Implementation of the work discipline in the state civil servants for optimizing employee performance

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## ABSTRACT

*This research aims to describe and analyze the implementation of the work discipline of state civil servants in optimizing employee performance based on government regulation Number 94 of 2021 in Brantas River Region Center, Surabaya, and supporting and inhibiting factors. The conceptual model of this research uses Merilee S. Grindle's theory, which looks at the success of the policy implementation process through aspects of policy content and implementation environment. The research method used is descriptive qualitative, which seeks to understand problems based on facts about the reality at the research locus through observation, interviews and documentation data collection techniques. The data analysis technique used is the constant comparison method proposed by Glaser and Strauss in Moleong. The results of this research show that two critical factors influence policy implementation, namely, those related to policy content and the implementation environment. These factors include six indicators from the policy content aspect and three from the implementation environment aspect. The thing that is of concern to one of the indicators of the dimensions or aspects of policy content is the human resources indicator, namely that the number of employees is not sufficient for needs, resulting in each employee having several job specifications outside of the job description or position held because there is still a shortage of Civil Service employees. Then, during the morning roll call ceremony, several employees often do not participate in this activity. There is also a lack of budget that can meet the needs for infrastructure such as coverage areas, wifi coverage is not evenly distributed throughout the office environment, thus disrupting the smooth running of work so that the implementation of work discipline of the State civil apparatus In optimizing employee performance, it is hoped that the State civil apparatus will have better discipline to improve work performance.*

**Keywords:** Employee Performance, Environmental aspect, State Civil Servants, Work Discipline.

## 1. INTRODUCTION

Government institutions are one part of the system that helps run the government. Government organizations are state institutions given authority based on statutory regulations to carry out government in their fields. For a government organization to carry out its duties and functions well, it requires human resources as a driving force to run the government. The human resources in question are the State civil apparatus, abbreviated as state civil service, which is tasked with carrying out government functional technical activities, providing services to the community, and carrying out their duties based on professional ethics.

As time goes by and demands for changes in every aspect of life, especially in the structuring of government organizations and changes in the behavior of Civil Servants in the State civil service, at least various laws and regulations must be able to adapt to these demands so that civil servants become disciplined in carrying out their duties. Even though there are laws that regulate this matter, problems related to discipline in the State civil service still dominate central government agencies. One is the Brantas River Region Center, Directorate of Water Resources, Ministry of Public Works and Public Housing, usually shortened to Brantas River Region Center, Surabaya.

The problem of disciplinary violations that occur at the Brantas River Region Center, Surabaya, commonly shortened to the Brantas River Region Center, Surabaya, related to enforcement and the level of discipline of the State civil apparatus, is a problem that still dominates government agencies. The Brantas River Basin Center is one of the technical implementation units under and responsible to the Directorate General of Water Resources of the Ministry of Public Works and Public Housing.

Phenomena that occur related to this can be seen in 2022 - 2023, including employees of the Brantas River Regional Center who commit violations such as employees coming not according to the agreed working hours, leaving before the schedule without permission, often not being in the workroom without superior's permission, not entering the office without explanation, showing lousy attitude and character which disrupts the work environment, not complying with statutory provisions, not carrying out official duties with total dedication, honesty, awareness and responsibility.

Therefore, corrective action to prevent the weakening of regulations must be addressed immediately and precisely because the discipline of the State civil apparatus is the primary capital for success in implementing government policies, so discipline is essential for all employees of the State civil apparatus within the Great Hall of the River Region. The Brantas River Region Center in Surabaya can optimally carry out work according to applicable regulations to positively impact its performance.

This research aims to describe and analyze the implementation and supporting and inhibiting factors of the work discipline of the State civil apparatus in optimizing employee performance based on Government Regulation 94 of 2021 at the Brantas River Region Center, Surabaya. The benefits of this research are that it is hoped that academically, this research can add insight to researchers and is helpful as information and support material for the development of science, significantly broadening knowledge in the field of public administration in the study of policy implementation and as input or reference material for future research. Practically, this research can be used to contribute ideas and information for the Brantas River Regional Office regarding enforcing work discipline for State Civil Servants in optimizing employee performance based on Government Regulation Number 94 of 2021 concerning Civil Servant discipline.

## **2. LITERATURE REVIEW**

Discipline about work is obedience to implementing regulations that require or are expected by an organization so that each employee can carry out work in an orderly manner by the rules imposed on the organization itself. As stated by Veithzal (2004:44), work discipline is a tool managers use to communicate with employees so that they are willing to change behavior and to increase a person's awareness and willingness to comply with all company regulations and social norms. Applies. Then Martono 1987 (in Tsauri, 2013: 130) argued that what is meant by work discipline is a condition that shows an orderly and orderly atmosphere produced by different people in an organization because the applicable regulations are respected and followed. Furthermore, the definition of discipline according to Government Regulation Number 94 of 2021 is the ability of Civil Servants to comply with obligations and avoid prohibitions specified in statutory regulations.

Discipline functions to regulate life together in a particular group or society. In this way, relationships between individuals and each other can be better established. In Government Regulation Number 94 of 2021, it is explained that this regulation, among other things, contains obligations, prohibitions and disciplinary penalties that can be imposed on State Civil Servants who have been proven to have committed violations. Discipline accompanied by punishment or threats is essential because it can encourage strength to obey and comply with these rules. The drive for obedience and obedience can weaken, and the motivation to follow applicable rules is reduced without threats or punishment.

Bedjo Siswanto in Tsauri (2013: 145-146) states that in general, although not absolute, the level and type of work disciplinary sanctions consist of heavy disciplinary sanctions, moderate disciplinary sanctions and light disciplinary sanctions. These sanctions can be demotion to a position lower than the previous job, termination of employment, reduced wages, postponement of promotion programs, and verbal and written warnings.

State civil apparatus, or State civil apparatus, are employees working in government agencies at the central and regional levels. State Civil Servants are elected and appointed to carry out government duties and receive salaries based on statutory regulations. The role of the State civil apparatus is as a planner, implementer and supervisor of the implementation of general government tasks and national development through the implementation of professional policies and public services, free from political intervention, and free from practices of corruption, collusion and nepotism.

### **3. METHODOLOGY**

#### **3.1 Research design**

This research uses qualitative research with descriptive analysis. In this research, the author uses an inductive approach, which originates from facts in the field. Then, the researcher analyzes the facts, asks questions, links them to appropriate theories, postulates, and laws, and draws conclusions.

#### **3.2 Population and Research Sample**

Determining informants in this study used a purposive sampling technique. The purpose of purposive sampling is to ensure that the data obtained reflects a good representation of the population studied, allowing for a more accurate analysis. The informants in this research came from Department of Population and Civil Registration service employees and the community, totaling six people.

#### **3.3 Scope and Location of Research**

The scope of this research is a study of policy implementation based on government regulation Number 94 of 2021 concerning Civil Servant Discipline at the Brantas River Region Center, Surabaya. The location of this research was carried out at the office of the Brantas River Region Center, Directorate General of Water Resources. The researcher chose this location because the researcher was one of the employees of the agency who made observations and also knew directly about the conditions of the problems related to the discipline that was the aim of the research.

#### **3.4 Data Analysis Techniques**

The data analysis used in this research is the comparative method proposed by Glaser and Strauss. The data analysis process generally includes data reduction, categorization, synthesis, and development of a final concept (Moleong, 2009, pp. 287-288).

## **4. RESULTS AND DISCUSSION**

### **4.1 Results**

Work discipline is one of the methods used to create order, compliance, conformity or order to regulations. These regulations are created and passed down through a socialization process. Realizing the importance of regulations in work discipline, the government makes regulations that contain work discipline. The government has made a policy regarding disciplinary regulations, which are regulated in Government Regulation Number 94 of 2021. Work discipline is carried out in various government institutions. This policy was then implemented through regulations by the Brantas River Regional Office. Several factors based on Merilee S. Grindle's theory determine the success of policy implementation. In this research, the theory that is considered relevant in seeing the success of the implementation of the State civil service Work Discipline policy in Optimizing Employee Performance based on Government Regulation Number 94 of 2021 concerning Civil Servant Discipline at the Brantas River Region Center in Surabaya is Merilee S. Grindle's theory.

From the interview above with the Head of the Civil Service, General and Archives Team, it is stated that the government's interest in making policy is Government Regulation 94 of 2021 concerning Civil Servant Discipline, which is a renewal from Government Regulation 53 of 2010. It contains obligations and prohibitions as well as disciplinary penalties within the Brantas River Region Center, where with this policy, the Brantas River Region Center hopes to realize a State civil apparatus that has moral integrity, professionalism and accountability, which can be used as a guide in enforcing discipline and also encouraging State civil apparatus to be more productive based on the career system and work performance system for ASN. Then, the observation of the field disciplinary policy for State civil apparatus based on Government Regulation Number 94 of 2021 is also implemented at the Brantas River Region Center since it was issued by the president of the Republic of Indonesia on August 31, 2021, apart from that, this regulation is also very influential.

The statement from the resource person regarding the mechanism for implementing work discipline for the State civil apparatus is by the rules or standard operational procedures in place, namely starting with an oral warning, then a written warning, and a written statement of dissatisfaction. Based on the results of direct observations in the field, it also shows that it is related to the mechanism implementation of Civil Service discipline for employees who violate the first step taken by the civil service, namely being reprimanded verbally if the employee who violates has not paid attention to what has been conveyed verbally, the employee concerned will be reprimanded through a letter of

reprimand, and the last in the form of a statement of dissatisfaction in writing. Disciplinary regulations are guidelines for enforcing discipline to educate and develop ASN. Those who violate obligations and prohibitions will be subject to sanctions in the form of disciplinary penalties. This State civil apparatus work discipline policy has been running as it should and is required to run because the Brantas River Regional Center is one of the government agencies that obeys regulation/Constitution/

It can be seen from the interviews regarding the benefits or positive impacts of implementing work discipline for the State civil service in optimizing employee performance, namely that work can be more effective and efficient, and no time is wasted; apart from that, superiors will definitely like it and can also increase self-confidence. This is important because having self-confidence will undoubtedly give rise to positive actions that lead to compliance with applicable rules.

Location of decision-making for a policy that will be implemented. This is related to whether or not the location of a policy is appropriate. Researchers see that the work discipline of a State civil apparatus is part of the authority of the Brantas River Region Center, especially in regulating the obligations, prohibitions and disciplinary punishments of a State civil apparatus. So that the content of the resulting policy concerns civil servants' interests. The work discipline policy for State civil apparatus based on Government Regulation Number 94 of 2021, which is implemented at the Brantas River Regional Center, is right on target.

Implementors involved and policy implementers who play an essential role in the successful implementation of the policy where the implementor is required to have managerial skills, technical skills, and be able to carry out the division of tasks according to their respective roles and be responsible for implementing the work discipline policy of the State civil apparatus at the Brantas River Regional Center which is expected to support in realizing the objectives of the discipline policy State civil apparatus work because they deal directly or constantly interact with target groups who have various limited thought patterns, attitudes and behavior.

As the policy implementer, the Head of General Affairs and Administration also provided State civil service employees based on the best and worst attendance. It can be seen in the picture that five employees received the title of best attendance, and two people received the title of lousy attendance. The Head of the General and Administrative Division and the Head of the Water Resources Network Utilization Division gave the award after the morning assembly activity was held in the environment.

Based on the results of documentation and interviews that have been carried out, it was explained above that the three informants were policy implementers who carry out the role and responsibility for their obligations in regulating the discipline of State Civil Servants in Brantas River Regional Headquarters. This can be seen from the processes carried out by policy implementers when dealing with party employees who violate work discipline, starting from summoning, then verbally reprimanding, and giving written warnings to written statements of dissatisfaction. Furthermore, it is also explained that there are regulations regarding provisions for uniforms for state civil servants, working hours (entering and leaving), and routine activities in the form of morning assembly, which all state civil servants follow without exception.

ExplanationFrom the three informants regarding the socialization and communication approach in implementing the State civil service work discipline policy, it was seen that the policy implementers become implementors and are involved, namely the supervisory officer and the official with the authority to punish. The supervisory official referred to is the Head of the Brantas River Region Center, and the official with the authority to punish is the Head of the General and Administrative Division, along with the level below who handles personnel matters at the Brantas River Region Center. Furthermore, policy implementers have also used the simplest methods to hold formal activities to socialize the policy implementation.

In implementation, or implement a policy needs to be supported by resources that can provide a positive and helpful influence for the successful implementation of a policy. Adequate resources are, of course, very helpful in implementing a policy so that it can run well, optimally, effectively and efficiently. Policy implementation will run smoothly if sufficient and high-quality human resources are used. This achievement certainly requires human resources that are, by their abilities, sufficient to carry out the policy. Researchers conducted interviews regarding the availability of human resources, including the suitability between the competencies possessed by the position and the suitability of the number of employees needed at the Brantas River Regional Center.

Based on the explanations from the three informants, the existing facilities and infrastructure are available and adequate, such as the use of e-bravo as an online media for ordering the absence of State civil apparatus, as well



as office equipment (computers, printers, scanners, laptops, projector, photocopier, hall or meeting room, apple court, etc. other) which supports the work of the State civil service. However, there is a difference in the statement expressed by one of the informants that there is an obstacle, namely the need for a sufficient budget for the facilities and infrastructure needed at the Brantas River Regional Center to support the implementation of the ASN work discipline policy.

Characteristics of the institution or agency that will influence the policy's success. Policies regarding the work discipline of the State civil service are adapted to the agency's circumstances, needs, characteristics and conditions. The Brantas River Regional Center agency always coordinates between officials and all the State civil apparatus within it. Apart from that, it is also open to receiving criticism, input, suggestions or complaints, some of which are important to improve discipline and the performance of the State civil apparatus within the Regional Large Hall environment. Brantas River.

The results of the interviews above explain that the three informants have the same opinion regarding the characteristics of the Brantas River Regional Office in implementing binding State civil apparatus work discipline policies, where Government Regulation Number 94 of 2021 is a derivative of Law Number 5 of 2014 which is used as a guideline, order and control for the behavior of State civil apparatus within the Brantas River Regional Center regarding discipline. The Brantas River Region Agency also describes flexible characteristics, not rigid, where, in this case, the agency is happy to be open to any criticism, suggestions or complaints to improve the performance of the State civil service.

Then, regarding discipline, employees can file an appeal regarding sanctions given to disciplinary violators who violate regulations.

Another thing considered necessary in implementing a policy is compliance and response from implementers, so what we want to explain at this point is to what extent compliance and response from implementers in responding to a policy.

Based on the results of documentation obtained by researchers regarding ten cultures of shame, which include being late for work, not attending roll calls, not coming to work without a reason, often asking for permission not to come to work, working without a work program, going home before time, often leaving the office without a reason, working without accountability, work not completed on time, dressed without attributes. The work discipline slogan banner is one of the efforts made by the Head of General Affairs and Administration to commit to and consistently carry out tasks related to providing direction for work discipline. In the third explanation information The above also states that the role of implementers of this policy can be seen from the consistency that continues to be sought, such as collecting data on employee attendance, which is attached to the evaluation report on routine activities for the morning assembly ceremony, making agendas for direct meetings and zoom meetings related to the socialization of PP Number 94 of 2021, as well as installing banners on some corners of the office. Policy implementers, namely officials tasked with dealing with problems of disciplinary violations in the implementation of work discipline in the State civil apparatus, have made maximum efforts to manage discipline fairly and reasonably to improve performance.

In implementing work discipline for the State civil apparatus at the Brantas River Regional Center, several supporting factors help the process of implementing policies in realizing work discipline for the State civil apparatus. The issuance of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline mandates superiors to guide subordinates who commit disciplinary violations. The coaching in question is making calls and inspections by asking for information from the person concerned; if proven, it will be followed up with disciplinary sanctions. New discipline-related matters in Government Regulation Number 94 of 2021, such as points of obligations and prohibitions, categories of defaulters and imposition of sanctions, should be the common concern of all Civil Servants to maintain moral integrity, professionalism, and accountability. Seen in terms of standards and disciplinary objectives, the Brantas River Regional Office wants to produce State civil apparatus that are reliable, professional, accountable and moral so that later they can guarantee the maintenance of order and smooth implementation of their duties and can encourage state civil servants to be more productive based on a career system. and the work performance system has been running both internally and externally. On the internal side, it can be self-awareness, work enthusiasm, and responsibility. Meanwhile, from an external perspective, such as written rules, work environment, and compensation.

Meanwhile, some factors affect work discipline from both an internal and external perspective. On the internal side, there is self-awareness and physical condition on the external side, there is distance from residence, humanitarian principles, work environment, and infrastructure.

## **4.2 Discussion**

Realizing the importance of work discipline for State civil service employees, the government issued a policy in the form of work discipline regulations for State civil service employees, which must be implemented in every government agency. The management and implementation of work discipline for State Civil Servants is regulated in Government Regulation 94 of 2021 concerning Civil Servant Discipline. Meanwhile, the form of management and implementation is adjusted to the conditions within the government agency. Next, to see the extent to which the implementation of the work discipline policy for State civil apparatus at the Brantas River Region Center in Surabaya refers to the implementation theory described by Grindle in the book *Reality of Public Policy* (Sadhana, Kridawati, 2011:222) ); (Suryaning et al., 2023). that success is determined by implementability (ability to implement). This policy covers the interests of improving the implementation of work discipline in the State civil service. Suppose the State civil service disciplinary policy is implemented according to the target. In that case, the formulation of the disciplinary policy with the context of its implementation has achieved what was expected.

The measure of success that influences policy implementation is based on the content of the policy according to Grindle's theory, which includes work discipline policies for State civil apparatus in optimizing employee performance at the Brantas River Regional Center, namely first regarding the interests affected by the policy. A policy will only be challenging to implement if the contents of the policy involve many interests. The interests influenced in the implementation stage of the work discipline policy for State Civil Servants have been regulated in Government Regulation 94 of 2021 concerning Civil Servant Discipline in the management and administration of discipline.

This policy does not cause harm to any party, whether from those who make or implement the policy. The Brantas River Regional Office smoothly implemented this policy. The interests affected in implementing the disciplinary policy for State civil apparatus at the Brantas River Regional Center include all components of the agency, namely all State civil apparatus that are required to be disciplined. Discipline here is not only from mere attendance but also from the responsibility of the State civil apparatus in completing their daily work.

Second, regarding the types of benefits. Grindle (1980), in his book "Politics and Policy Implementation in The Third World," said that a policy that is clear and also provides actual benefits to many actors is more accessible to implement than a less helpful policy. A policy usually has positive or negative inputs or results. According to Sinambela (2016:332), discipline is also helpful in educating employees to obey and comply with existing regulations, procedures and policies to produce good performance. The work discipline of the State civil apparatus based on this Government Regulation is created to provide benefits resulting from its implementation activities at the Brantas River Regional Center. This is closely related to the response given by the object of the policy. The State civil service disciplinary policy mandates superiors to guide subordinates who commit disciplinary violations.

Likewise, the Brantas River Regional Center is an example of an agency that upholds the value of discipline. The positive impact of implementing the work discipline of the State civil service in optimizing employee performance can be seen from the State civil service working more effectively and efficiently, no time is wasted, apart from that superior like it and is also able to grow self-confidence. This is important because having self-confidence will undoubtedly give rise to positive actions that lead to compliance with applicable rules.

Third, regarding the target/reach of the desired change. The type of benefit is closely related to the degree of change expected by a policy. According to Merilee S. Grindle (in Agustino, 2016: 142), the desired degree of change indicator explains how much change is intended or desired to be achieved through a policy implementation must have a precise scale. This means that a policy is expected to provide sound benefits sustainably. An exemplary implementation will provide good output for short and long periods continuously and regularly. The disciplinary policy requires change, namely that the State Civil Servants who are considered to be the targets of Government Regulation Number 94 of 2021 strongly agree with the existence of this disciplinary policy, making the State Civil Servants diligent, obedient and obedient to these regulations, so that they can complete the main tasks required and given by the work plan at the Brantas River Region Center agency.

Fourth, Location of Decision Making/Position of Policy Makers. Decision-making in a policy plays a vital role in implementing it. According to Agustino (2016: 145), the location of decision-making is, of course, very closely

related to the stakeholders, where every decision taken in implementing a program policy must be by existing rules and regulations, and the decisions taken are, of course, in the common interest. The work discipline of the State civil apparatus is part of the authority of the Brantas River Regional Office, especially in regulating the obligations, prohibitions and disciplinary penalties of a State civil apparatus so that the content of the resulting policy concerns the interests of civil servants.

Fifth, regarding program implementers. Program implementers have an essential role in implementing a policy. According to Grindle (in Subarsono, 2005: 93), a policy must state its implementation in detail. Apart from that, program implementers must be competent in the success of a policy. The policy implementers involved are the supervisory officials and the officials with the authority to punish. The supervisory official referred to is the Head of the Brantas River Region Center, and the official with the authority to punish is the Head of the General and Administrative Division, along with the level below who handles personnel matters at the Brantas River Region Center. Policy implementers have carried out their duties based on the competency of their position, as well as the procedures and provisions of Government Regulation 94 of 2021.

Sixth, regarding resources. Resources are a significant factor in an organization's function. Many definitions can be used to define resources. According to Hamali (2016:2), human resources are one of the resources found in an organization, including all people who carry out activities. The resources contained in an organization can be grouped into two types, namely human resources and non-human resources. This group of non-human resources includes capital, machines, technology, materials and other infrastructure. According to Ansori (2018:59), human resources work as drivers of an organization, both agencies and companies and function as assets whose abilities must be trained and developed.

Resources are one of the keys to the success of an agency's policy implementation process. If the content of the policy has been communicated clearly and consistently, but the implementer needs more resources to implement the policy, then implementation will be effective. Resources can be human resources, namely the competencies possessed by implementors (policy implementers), financial resources in the form of budgets, or equipment or other infrastructure. So that resource support can make a policy implemented well. Implementation of the State civil service disciplinary policy in optimizing employee performance based on Government Regulation Number 94 of 2021 concerning Civil Servant Discipline is supported by the resources owned by the Brantas River Region Center in the form of State civil service employees consisting of policy implementers and also including all State civil service employees The State civil service which is the target or object of the regulation. The human resources at the Brantas River Regional Center are competent according to their position. However, the number of employees is not yet sufficient due to the imbalance between incoming and outgoing State civil service personnel, such as in the provision of State civil service personnel, which each year is only given a maximum of five people, the reduction in staff from those who retire each year is ten to fifteen people, and there are personal requests regarding transfers of State civil service employees.

Then, the existing infrastructure resources are already available, such as an online attendance application (e-bravo), which all State civil apparatus employees can access. However, the problem is that sometimes the application cannot be accessed due to an error from the server, thus hindering State civil apparatus employees who want to fill in or update their attendance data on the online attendance application (e-bravo). Apart from that, office equipment (computers, printers, scanners, laptops, projectors, photocopiers, halls or meeting rooms, apple fields, etc.) that support the work of the State civil service are also available. However, there still needs to be more budget to meet the facilities' needs. This infrastructure, such as a cover area for wifi coverage, is unevenly distributed throughout the office environment. So there are several areas where the wifi network speed is smooth, and there are also some areas where the wifi network speed is slow so that sometimes the need to complete work is slightly disrupted when using the internet network which is used daily to support the activities of State civil service employees.

## **5. CONCLUSIONS**

Based on the results of the research and discussions carried out, it can be concluded that the work discipline policy of the State civil apparatus is one form of embodiment of the regulations updated by the president, which also binds all State civil apparatuses, including those within the Brantas River Region Center, Ministry of Public Works and Housing. People. The implementation of work discipline by State civil apparatus in optimizing employee performance can be seen from the dimensions or aspects of policy content and implementation environment. There are

still several obstacles found that are hampering us and also need to be addressed seriously, as can be seen from one of the indicators of the dimensions or aspects of the policy content, namely the human resources indicator, namely related to the number of employees not being sufficient for needs due to the imbalance between incoming and outgoing State civil service personnel. The number of incoming State Civil Servant workers is less than those who leave (transfer, retire, or graduate as Candidates for Civil Servants or Government Employees with Work Agreements).

In the annual procurement of State civil apparatus personnel at the Brantas River Regional Office, most employees are given an increasing workload. The responsibility for the work carried out is more significant, resulting in each employee having several job specifications outside the job description or position. There is still a need for more State civil service employees. Then, during the morning assembly ceremony, which is held every month on the second week Monday, it is still expected that several employees who do not take part in carrying out the morning assembly activities and also do not fill in the attendance list provided and there is also a lack of budget that can meet the needs for infrastructure such as covering the wifi coverage area. The entire office environment needs to be evenly distributed, thus disrupting the smooth running of work. Implementing work discipline of the State civil apparatus in optimizing employee performance based on Government Regulation Number 94 of 2021 at the Brantas River Region Center is expected to make the State civil apparatus better disciplined to improve work performance.

Suggestions that can be given by researchers regarding the implementation of work discipline for State civil apparatus in optimizing employee performance based on Government Regulation Number 94 of 2021 at the Brantas River Region Center are to minimize the obstacles or obstacles that occur, namely first, it is necessary to add linear or parallel outsourcing staff between job description with the skills or education they have so that they will be able to carry out the tasks given. Second, to discipline State civil apparatus who do not participate in carrying out the morning assembly, it is necessary to carry out inspections around the room so that there are no more employees who are too lazy to go to the field, as well as giving rewards such as gifts of goods or food or punishment such as being given fines or giving cards to employees. They have written a warning letter as well. Third, you need to expand and add routers in places that still need to be covered by the wifi network. Fourth, it is necessary to implement facial recognition, namely a system for identifying and verifying a person using facial features to avoid fraud by manipulating employee attendance.

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