



# Discipline Parameter (A Study on Civil Servant's Work Discipline in Central Java Provincial Court)

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**Abstract-** *An organization needs to improve its employees' work discipline. It is important recalling that the objective of organization will be achieved difficultly without the employees' work discipline. This research studied the work discipline of Civil Servants in Central Java Provincial Court. This study was analyzed using 5 (five) discipline parameters: compliance with work hour and superior's instruction, compliance with dressing rule, using office facilities well, and working according to the rule (Enceng and Suryarama, 2013). The research method employed in this study was descriptive one with qualitative approach. Primary and secondary data was used in this study. The methods of collecting data used were interview, observation, and documentation study. This study employed an interactive analysis. The result of research showed that parameters of compliance with work hour and superior's instruction, and compliance with dressing rule such as wearing institution identity card have not been compatible yet with discipline parameters. Meanwhile, the parameter of using office facilities well has been compatible, but archiving aspect has not fulfilled yet the discipline parameter. Parameter of working according to the rule has been compatible, despite some servants asking for permission to get out the office beyond the time limit.*

**Keywords** – *Discipline, parameter, order, human resource management, civil servant*

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## 1. Introduction

Office activity is a series of activities to plan, direct, and create an effective organization. High-quality superior personnel with good working loyalty are desirable in an organization. The development of employees' work target should also be taken into account by an organization, one of which is through Human Resource Management (HRM). HRM plays an active role in the process of achieving the objective of organization. The achievement of organization needs work discipline from its employees. Discipline is the main function in the achievement of objective, because without discipline the organization will difficultly achieve its objective maximally.

Tohardi [Sutrisno [11]] explained that discipline is very desirable in the objective of organization to maintain the work efficiency by preventing individual's mistreatment against group. Discipline can protect good behavior by

determining the desired reaction. Furthermore, Sinambela [7] stated that the implementation of discipline in organization contains the guideline of rule enforcement. Those breaking the rule will get consequence of the deed they do.

Central Java Provincial Court is the location where the research was conducted. Work discipline can help realize the objective of organization optimally. This research studied 5 (five) discipline parameters by Enceng and Suryarama [1]: compliance with work hour, compliance with superior's instruction, compliance with dressing rule, maintaining office facilities well, and working according to the regulation specified.

The actual condition related to work-hour compliance indicates less optimal work discipline of Civil Servants in Central Java Provincial Court. Central Java Provincial Court has work hour rule to comply with obligatorily: 08.00 a.m. –

04.30 p.m. on Monday-Thursday, and 07.00 a.m. – 04.00 p.m. on Friday. Most employees of Central Java Provincial Court have implemented work discipline well. However, some others are still undisciplined or come late to the office and go home before the office hour ends.

Employees' compliance with the regulation specified has not run optimally yet. Work discipline applied to Central Java Provincial Court includes morning and evening parades. Many employees have implemented the parades well, but some others do not attend the morning parade due to urgent duty and coming late. Then, the factual condition also shows some employees not submitting the assignment timely.

In relation to employees' compliance with dressing and wearing institution's identity card, some employees have not implemented it orderly. The work uniform to be worn in Central Java Provincial Court is Daily Service attire for Monday - Wednesday, and Batik for Thursday - Friday. Work regulation applied on Friday is to wear sport clothing and then continued with batik. But in fact, some employees are still undisciplined and wear clothing incompatible to the regulation aforementioned.

Using and maintaining office facilities well are one of disciplined behavior all employees should have. All of those facilities are provided to support the job smoothness so that the job can be completed maximally. The factual condition shows that many employees have implemented it well, despite some others not using the office facilities maximally. Working according to the institution's regulation in Central Java Provincial Court has been implemented corresponding to Job Description. However, some problems are still found related to employees leaving the office beyond the specified time limit. Therefore, it can be concluded that some problems are still found related to the employees' work discipline in Central Java Provincial Court.

## 2. Literature Review

Employees' good and order work discipline is the main goal of Central Java Provincial Court. Singodimejo [Sutrisno [11]] said that work discipline is an individual's consciousness of complying with and obeying the order specified in an organization. Furthermore, according to Hasibuan [3], work discipline is the most important role of human resource management (HRM) because the more disciplined the employees, the better is their job achievement in an organization. Without good employee discipline, it will be difficult for an organization to achieve the optimum result.

On the other hand, this employee work discipline is aimed at enabling the employees to obey all regulations and policies applying in the organization, either in written or non-written form, to do the superior's instruction well, and to provide productivity as expected in both short and long terms.

Many studies on discipline have been conducted by other authors [Slamet and Akbar, [8]; Hagang, [2]; Pratiwi

[6]]. Slamet and Akbar[8] through their study analyzed the work discipline of employees. They found low discipline level among the employees, as indicated with employees coming late to the office, without any information, and not filling in the presence list when coming to or going out the office. Hagang [2], in his study, investigated the implementation of work discipline among employees. He found the inhibiting factor in the implementation of employee work discipline. Pratiwi [6] studied the work discipline of employees and found that the types of discipline used were preventive discipline.

Those studies are beneficial to the author in studying the discipline-related problem. Nevertheless, only few studies have studied *the* work discipline problem using 5 (five) discipline parameters suggested by Enceng and Suryarama [1]: (1) compliance with work hour, (2) compliance with superior's instruction, (3) compliance with dressing rule, (4) using office facilities well, and (5) working according to the regulation specified.

## 3. Methodology

This research employed descriptive qualitative method. A descriptive qualitative method, according to Moleong [4], is the one not using statistic analysis procedure. Descriptive research is the one conducted to find out one or more independent variables without establishing correlation or comparing it with other variable [Sujarweni [10]]. This research elaborated the Work Discipline of Civil Servants in Central Java Provincial Court.

Data collection was conducted using structured interviews with key informants, the employees in Central Java Provincial Court. This observation refers to 5 (five) discipline parameters suggested by Enceng and Suryarama [1]: compliance with work hour, compliance with superior's instruction, compliance with dressing rule, using office facilities well, and working according to the regulation specified. Data validation was carried out using method triangulation. In this research, method triangulation was conducted by comparing the result of interview between individual informants and comparing the result of observation with the result of interview and document study. Data validity, according to Sugiyono [9] is the data steadiness occurring in certain research object in which the data is reported by the author with actual data.

Meanwhile, technique of analyzing data used in this research was an interactive model of analysis. Miles and Huberman [Sugiyono, [9]] stated that the activity in this qualitative data analysis occurs continuously until it is completed. This data analysis activity is conducted in 3 (three) components: data reduction, data display, and conclusion drawing.

## 4. Result & Discussions

This research studies the work discipline of employees in Central Java Provincial Court. In this study, the author uses 5 (five) discipline parameters, according to Enceng and Suryarama [1]: (1) compliance with work hour,

(2) compliance with superior’s instruction, (3) compliance with dressing rule, (4) using and maintaining office facilities well, and (5) working according to the regulation specified. It aims to enable the readers to understand the parameter of discipline studied in Central Java Provincial Court.

**4.1. Compliance with Work Hour**

Central Java Provincial Court has work hour rule to comply with obligatorily: 08.00 a.m. – 04.30 p.m. on Monday-Thursday, and 07.00 a.m. – 04.00 p.m. on Friday. Coming late to the office is the infringement of discipline occurring most frequently. This discipline infringement involves not same but different persons, in turn. Most employees have implemented work discipline well but some others work not timely, in which they often come late to the office, go home before the time specified, and get out of the office during work hour without their superior’s work hour.

The presence system used in Central Java Provincial Court is electronic one including Fingerprint and Face Screen. Fingerprint is used for functional staffs and Face Screen for Supreme Judge. In addition to electronic presence system, to reinforce the discipline of employees in Central Java Provincial Court, manual presence system or attendance list for all employees. The summary of employees’ attendance in Central Java Provincial Court during February and March 2019 is presented in the table below.

Table 1. Summary of Employee’s Attendance in Central Java Provincial Court

No	Sex	February			March		
		T	PA	I	T	PA	I
1.	Male	53 x	31 x	10 x	46 x	36 x	15 x
2.	Female	39 x	18 x	5 x	42 x	15 x	10 x

Note:

- T = Coming late
- PA = Going home early
- I = Permit

Source: Central Java Provincial Court [5]

From the table above, it can be seen that the factual condition shows such discipline infringements as coming late to the office and going home early still occurring frequently in Central Java Provincial Court. Many employees still disobey the Articles 4 and 5 of Republic of Indonesia’s Supreme Court Regulation Number 7 of 2016 about The Enforcement of Judges and Employees’ Work Discipline. It is confirmed by A03, as the employee in Central Java Provincial Court, stating that: “On average, the employees of Central Java Provincial Court have not been present timely in the workplace, some other employees and supreme judges come late with traffic jam in the trip to the office being the excuse, and sudden service journey instructed by the leader, or far distance between house and

office, and etc”.

In relation to sanction or punishment applied in Central Java Provincial Court includes oral warning, written warning, and legal sanction in the form of reduced special benefit. Oral warning, as mentioned in Article 8 of the Chairperson of Republic of Indonesia Supreme Court’s Decree, will be given when the employees come late to the office or leave the work place early. In addition, it will be given when the employees are absent without permit and do not complete their work well at the time specified.

The percentage of special benefit reduction is dependent on the non-disciplinary action done by the employees. The reduction of special benefit is conducted for one month. The percentage of benefit reduction is presented in the table below.

Table 2. The Percentage of Employees’ Benefit Reduction in Central Java Provincial Court

No	Code	Note	Benefit Reduction
1.	T	Coming late	1%
2.	Bw	Absent early	1%
3.	Tam	Not filling in attendance list	1%
4.	Pa	Going home early	1%
5.	Tap	Not filling going-home list	1%
6.	cs5	Sick leave > 5 days/year	5%
7.	I	Permit to be absent	5%
8.	Tk	With no information	5%
9.	Ma	Falsify the attendance list	10%
10.	Bmt	Having not done the assignment yet	5%
11	Au	Absent in ceremony	5%

Source: Central Java Provincial Court in [5]

The result of research showed that employees have not complied with work hour yet in Provincial court. It can be seen from some employees coming late, going home early (before the work hour ends), and etc. it has not been compatible with the parameter of employees discipline. The sanction and punishment existing has been consistent with the procedure specified by the institution.

**4.2. Compliance with superior’s instruction and obeying the order enacted**

The compliance with superior’s instruction in Central Java Province has the regulation concerning the implementation of parade (*Apel*) in order to improve the work discipline of all employees. The improvement of discipline is conducted by holding morning parade on Monday at 08.00 a.m.-08.10 a.m. and evening parade on Friday at 04.00 p.m.-04.10 p.m., in the main yard of Central Java Provincial Court,

Central Java Court have implemented work discipline of coming timely to the office, but it does not ensure that the employees will be disciplined in attending the superior’s

instruction such as Parade activity, constituting the one to be attended compulsorily by employees. An informant (A05), as an employee of Central Java Provincial Court, said “In the implementation of morning parade, some employees still come late and cannot attend it due to personal reason. Meanwhile, some employees do not attend evening parade because they have gone home early.

In addition to the implementation of parade activity, one of superior’s instructions to be obeyed is to do the assignment or duty. The employees’ obedience to assignment completion is an activity conducted by an institution to achieve the expected objective. Similarly, employees are required to do the assignment correctly and timely.

Superior or leader’s instruction in Central Java Provincial Court includes not only doing the assignment timely but also attending the meeting, attending the occupational oath taking for judges or registrars, attending service journey to outside the town and etc. It is confirmed by A02, stating “most employees have done their assignment, attended meeting timely, and etc. However, several employees have not done some assignments timely, for example, the Employees’ Work Target (SKP) that should be submitted in the beginning of year instead is submitted in the middle of year. It is the example of undisciplined employees”.

The result of research showed that the parameter of compliance with superior’s instruction has not been obeyed completely and orderly by the employees of Central Java Provincial Court. Just like in parade activity, some employees still come late to the office, go home early, and etc. In addition, in the term of assignment some employees still submit the assignment late. It has not been compatible to the parameter of employees’ discipline.

**4.3. Dressing and using identity card corresponding to the institution’s regulation**

Central Java Provincial Court has implemented employee discipline corresponding to Republic of Indonesia Supreme Court’s Regulation Number 7 of 2016 about the enforcement of work discipline among judges and employees in Supreme Court and Justice Agencies below. The implementation of such regulation is, among others, related to work uniform to be worn during work hour. The implementation of discipline parameter related to work uniform in Central Java Provincial Court is presented in the table below.

Table 3. The Use of Work Uniform in Central Java Provincial Court

No	Day	Uniform Worn
1	Monday	Daily Service Attire
2	Tuesday	Daily Service Attire
3	Wednesday	Daily Service Attire
4	Thursday	Batik Clothing
5	Friday	Sport wears and Batik

Source: Central Java Provincial Court of [5]

In addition to wearing clothing according to the

institution’s regulation, the Provincial Court implement the regulation to use ID Card during working, because ID Card is very important to use because the card informs the identity of its user such as name, age, sex, date of birth, and address. It is confirmed by A08, an informant stating that: “The employees in Central Java Provincial Court have complied with the dressing rule, but some employees do not change their sport wear into batik clothing on Friday”.

The result of research showed that the employees’ compliance with dressing, and using institutional identity card have not been conducted orderly. It makes the employees undisciplined in appearance and neatness. It has not been compatible to the parameter of discipline.

**4.4. Using and Maintaining Office Facilities Well**

Every institution should have provided good office facilities to employees. The use of adequate office facilities can support the smooth work, thereby the work can be completed as effectively and efficiently as possible. In relation to the use of office facilities, the employees of Central Java Provincial Court are equipped with adequate office facilities to do their assignment.

Office facilities provided includes Air-conditioned room, archive room per subdivision and Central Java Provincial Court, service car, computer, phone, photocopier, and printer. In addition, *Cakra* Meeting Room facility is also provided to hold meeting and appeal court session. However, the use of office facilities has not been fully good in Central Java Provincial Court.

Similarly, the archive room in Personnel and Personnel Information Technology subdivision has not been maintained well, it is still untidy and dusty. It is because some employees are still undisciplined in maintaining the archive room. Even those borrowing archive box file do not return them to the place. An informant, A08, said that “the organization of archive room in Personnel Subdivision has not been organized well, and some employees are less disciplined during borrowing archive for their assignment purpose. They should return it to the storage cabinet after they use it”.

The result of research showed that the employees of Provincial Court have used and maintained the office facilities wisely, particularly in relation to computer, printer, phone, photocopier, and other electronic appliances. However, the archive room has not been organized and maintained well, it seems to be dirty and untidy. Some employees are still found borrowing archive box file but not returning it to the place after using it.

**4.5. Working with the rule specified**

The employees of Provincial Court have done the assignment given by the superior corresponding to their main duty and function specified. For example, the employees of a division have their own different job description. For instance, registrar division is responsible for dealing with the legal case, appeal, civil case, criminal case, and etc. Secretariat division is responsible for dealing

with personnel, financial, management affairs, and etc.

Furthermore, in relation to the employees' application for leaving has also been compatible to the regulation specified. The drafting of leaving permission letter is conducted in Personnel Sub Division to be forwarded later to the Superior (Chairperson of Provincial Court) to be considered and signed. After the letter has been signed by the leader, the letter is then distributed to the corresponding employee.

In addition, an employee is obliged to come to and to stay at the office during work hour approved, whether or not there is a job there. In this case, many employees leave the office early and beyond the breaking time. The employees leaving the office without superior's permission are undisciplined, and their position is unknown when they are need.

It is confirmed by A08, an informant stating that: "The breaking time in Provincial Court is at 12.00 p.m-01.00 p.m. The employees use the breaking time to have lunch or for other purpose along with other employees, but indeed some employees do not use it well".

The result of research shows that the employees of Central Java Provincial Court have worked according to the job description specified and they have applied for leaving orderly. It has been compatible yet to the parameter of discipline. However, the employees sometimes leave the office beyond the time specified. It has not been compatible yet to the parameter of discipline.

## 5. Conclusion

Considering the result of research, it can be concluded that some problems are still found related to Civil Servants in Central Java Provincial Court. The disciplined behavior of employees related to compliance with work hour, compliance with superior's instruction, and compliance with dressing rule has not been compatible to the parameter of discipline. The office facilities have been used well and compatible with the rule specified, but the archive management has not been compatible to the parameter of discipline in Provincial Court Subdivision. The behavior of working with the specified rule has been compatible to the parameter of discipline, but some employees still ask permission for leaving the office beyond the time specified. It has not been compatible yet to the parameter of discipline.

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