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Evaluating the Implementation of Civil Service Discipline Policy and Its Effect on Employee Performance: Evidence from an Indonesian Local Government

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Abstract

The performance of civil servants (ASN) is a key factor in achieving effective governance and high-quality public services. This study aims to analyze the impact of work discipline on the performance of civil servants at the Bengalon Subdistrict Office, East Kutai Regency, in the context of the implementation of East Kutai Regent Regulation No. 38 of 2025 on Civil Service Discipline. The study employed a quantitative approach with an explanatory design. The study population consisted of 60 civil servants, with 45 serving as respondents. Data were collected via a questionnaire and analyzed using simple linear regression after the instrument passed validity and reliability tests. The results indicate that work discipline has a positive and significant effect on civil servant performance ($\beta = 0.949$; $p < 0.001$). The research model demonstrates excellent explanatory power with a coefficient of determination (R^2) of 0.902, indicating that 90.2% of the variation in civil servant performance can be explained by work discipline. These findings indicate that increased adherence to working hours, standard operating procedures, the use of official attire, and work responsibilities contribute to improved civil servant performance. This study makes a theoretical contribution by reinforcing Policy Evaluation Theory and Public Service Motivation Theory in explaining the relationship between the implementation of disciplinary policies and civil servant performance. Practically, the research results provide an empirical basis for local governments to strengthen the implementation of disciplinary policies as an effort to improve organizational effectiveness and the quality of public services.

Keywords: work discipline; civil service performance; policy evaluation; public service; local government.

1. INTRODUCTION

The performance of public sector officials is one of the key determinants of the success of public administration reform in achieving effective, accountable, and public-service-oriented governance. In recent decades, various countries have pursued

bureaucratic reform through public sector innovation, institutional capacity building, and enhanced organizational accountability to improve the quality of public services. Empirical evidence shows that innovation in local governments contributes significantly to improved organizational performance while also yielding better

development outcomes (Hilmawan et al., 2023). However, the effectiveness of bureaucratic reform is determined not only by institutional innovation but also by an organization's ability to consistently implement policies. George et al. (2021), through a meta-analysis, demonstrated that bureaucratic complexity (red tape) consistently reduces organizational performance, employee satisfaction, and the effectiveness of public services. These findings indicate that policy implementation supported by disciplined civil servant behavior is a critical prerequisite for improving the performance of public sector organizations.

From a public administration perspective, policy implementation is a critical stage in determining the success of achieving policy objectives. Dunn (2000) explains that policy evaluation aims to generate information regarding the benefits of a policy as a basis for policy improvements in subsequent periods, while Winarno (2001) emphasizes that evaluation is an integral part of the public policy cycle to ensure the effectiveness of policy implementation. In Indonesia, one of the main agendas of bureaucratic reform is strengthening the discipline of the Civil Service (ASN) through Government Regulation No. 94 of 2021 on Civil Service Discipline, which is subsequently implemented by local governments through various technical regulations. The success of this policy's implementation is influenced not only by oversight mechanisms and enforcement of rules but also by civil servants' motivation in performing their public service functions. Perry and Wise (1990) state that Public Service Motivation encourages civil servants to prioritize the public interest in the performance of their duties. Furthermore, Kim et al. (2013) demonstrate that public service motivation is a universal construct and is closely related to the work behavior of civil servants across various governance systems.

As part of the implementation of national policy, the East Kutai Regency Government enacted Regent Regulation No. 38 of 2025 on Civil Service Discipline as a tool to strengthen the work culture of civil servants. This regulation governs compliance with working hours, attendance monitoring, the obligation to report daily performance, and the mechanism for imposing sanctions for disciplinary violations. However, empirical observations at the Bengalun Subdistrict Office indicate that the implementation of this policy has not yet been fully optimized. There are still employees who arrive late, leave before the end of the workday, fail to meet their required working hours, and even manipulate their attendance records, resulting in delays in completing tasks and suboptimal quality of service to the public. These conditions reveal a gap between the substance of the established policy and its implementation at the organizational level, indicating that the effectiveness of the civil service discipline policy still requires further evaluation.

A number of previous studies have confirmed the importance of policy implementation and work discipline in improving the performance of public organizations. Rahayu et al. (2024) found that the implementation of e-government policies improves employee performance while strengthening the effectiveness of public services in local governments. Herman et al. (2024) demonstrated that the implementation of civil service discipline policies is significantly influenced by organizational commitment, leadership oversight, and employee compliance with regulations. Additionally, Hernandi and Prabowo (2024) demonstrated that fostering work discipline has a positive impact on improving civil service performance. Meanwhile, Pratama et al. (2025) emphasize

that performance evaluations of government agencies are a crucial tool for strengthening the accountability of public organizations. However, most of these studies analyze policy implementation, work discipline, and performance evaluations separately; thus, they have not comprehensively explained the relationship between the implementation of local disciplinary policies and improvements in civil servant performance.

Based on this literature review, there are two research gaps. First, previous studies have primarily examined the direct relationship between work discipline and employee performance or evaluated policy implementation descriptively, without integrating a policy evaluation perspective as a framework for analyzing the effectiveness of civil service discipline policy implementation. Second, research on the implementation of civil service disciplinary policies remains dominated by studies of provincial-level government organizations and local government agencies, while studies at the subdistrict level—as public service units that interact directly with the community—remain relatively limited. Therefore, this study offers a novel approach by integrating the perspectives of public policy evaluation and Public Service Motivation to explain the impact of civil service disciplinary policy implementation on employee performance at the subdistrict government level in the context of the implementation of East Kutai Regent Regulation No. 38 of 2025.

Based on the above discussion, this study aims to analyze the effect of work discipline on the performance of civil servants at the Bengalun Subdistrict Office, East Kutai Regency, in the context of the implementation of East Kutai Regent Regulation No. 38 of 2025 on Civil Service Discipline. This study is expected to make a theoretical contribution by expanding the field of public administration through the integration of policy evaluation and Public Service Motivation perspectives in explaining the relationship between work discipline and civil servant performance. In addition, this study is expected to provide practical contributions to local governments in evaluating the effectiveness of civil servant discipline policy implementation as a basis for policy refinement aimed at enhancing the professionalism of civil servants and the quality of public services.

2. LITERATURE REVIEW

2.1 Policy Evaluation

Policy evaluation is one of the crucial stages in the public policy cycle, aimed at assessing a policy's effectiveness in achieving its established objectives. According to Dunn (2000), policy evaluation not only serves to measure the success of a policy's implementation but also generates information that can be used as a basis for policy improvements in subsequent periods. In line with this, Winarno (2001) explains that policy evaluation is an integral part of the public policy process that provides feedback on the effectiveness of policy implementation and its impact on organizations and society.

In modern public administration, policy evaluation is no longer viewed as merely an administrative process, but rather as a strategic tool for improving the quality of governance. Research by Pratama et al. (2025) shows that the evaluation of government agency performance plays a crucial role in strengthening organizational accountability and driving improvements in the quality of public services. On the other hand, George et al. (2021), through a meta-analysis, found that various forms of bureaucratic red tape consistently reduce organizational performance and

employee productivity. Therefore, the effectiveness of policy implementation is greatly influenced by an organization's ability to reduce administrative barriers and improve civil servants' compliance with established policies. Policy evaluation is used as a theoretical framework to explain the extent to which the implementation of East Kutai Regent Regulation No. 38 of 2025 has been able to improve civil servants' work discipline, thereby leading to improved employee performance.

2.2 Work Discipline

Work discipline is a fundamental aspect of human resource management in the public sector because it reflects the level of employee compliance with organizational regulations—whether regarding working hours, task performance, or service operational standards. In public organizations, discipline is not only understood as compliance with formal rules but also as a form of professional commitment by public servants in carrying out their service functions for the community.

From the perspective of Public Service Motivation, the disciplinary behavior of civil servants is influenced by intrinsic motivation to serve the public interest. Perry and Wise (1990) explain that civil servants with high public service motivation tend to demonstrate greater compliance with organizational rules and a stronger sense of responsibility in carrying out their duties. These findings are supported by Kim et al. (2013), who demonstrate that Public Service Motivation is a construct that applies across cultures and is closely related to the work behavior of government officials.

Empirically, Herman et al. (2024) found that the successful implementation of civil service disciplinary policies is influenced by organizational commitment, leadership oversight, and the consistent application of sanctions for disciplinary violations. Furthermore, Hernandi and Prabowo (2024) demonstrated that fostering work discipline has a positive effect on improving civil servant performance. These findings indicate that work discipline is not merely an administrative obligation but also serves as a strategic tool for enhancing the effectiveness of public organizations.

2.3 Employee Performance

Employee performance is a measure of an individual's success in carrying out tasks in accordance with the organization's objectives. In public-sector organizations, performance is measured not only by the achievement of work targets, but also by the quality of service, the timeliness of task completion, compliance with procedures, and the ability to serve the public.

Various studies show that improvements in employee performance are influenced by the effectiveness of organizational policy implementation. Rahayu et al. (2024) found that the implementation of e-government policies contributes to improved employee performance and the effectiveness of public services. Meanwhile, Hilmawan et al. (2023) demonstrated that public sector innovation, supported by sound organizational governance, can improve the performance of local government organizations while also enhancing development outcomes. These findings indicate that the success of public organizations depends heavily on the institutions' ability to establish effective, disciplined, and public-service-oriented work systems.

2.4 The Relationship Between Work Discipline and the Performance of Civil Servants

Work discipline is one of the key factors determining the effectiveness of public sector organizations, as it reflects civil servants' compliance with applicable regulations, procedures, and operational standards. From a policy evaluation perspective, the implementation of disciplinary policies is expected to foster more professional behavior among civil servants, thereby improving organizational performance (Dunn, 2000; Winarno, 2001). In line with this perspective, the Public Service Motivation theory explains that civil servants with a strong public service orientation tend to demonstrate higher levels of compliance, responsibility, and commitment in carrying out their duties (Perry & Wise, 1990; Kim et al., 2013). Therefore, work discipline is viewed as a crucial mechanism for supporting improved performance among civil servants.

Previous research findings indicate that the implementation of disciplinary policies and workplace discipline training has a positive impact on improving civil servant performance (Herman et al., 2024; Hernandi & Prabowo, 2024). Furthermore, the implementation of effective policies has been shown to improve employee performance and the quality of public services (Rahayu et al., 2024), while organizational performance evaluations play a role in strengthening public sector accountability (Pratama et al., 2025). Nevertheless, research on the impact of disciplinary policy implementation on civil servant performance at the subdistrict government level remains relatively limited. Based on this synthesis of theory and the results of previous research, this study develops a research framework as presented in Figure 1 and proposes the hypothesis that work discipline has a positive and significant effect on the performance of civil servants (ASN).

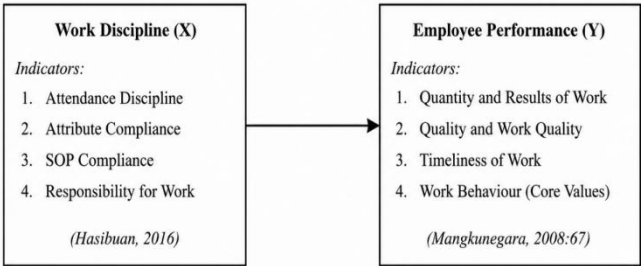


Figure 1. Research Framework

Source: Developed by the authors based on Hasibuan (2016), Mangkunegara (2008), Dunn (2000), Perry and Wise (1990), and Kim et al. (2013).

3. RESEARCH METHODOLOGY

3.1 Research Design

This study employs a quantitative approach with an explanatory research design to analyze the effect of work discipline on the performance of civil servants (ASN) at the Bengalun Subdistrict Office, East Kutai Regency. The quantitative approach was chosen because it allows for testing causal relationships between variables through statistical analysis, thereby providing empirical evidence regarding the effect of work discipline on ASN performance. This study also employs a policy evaluation perspective to assess the implementation of East Kutai Regent Regulation No. 38 of 2025 on Civil Service Discipline as the research context.

3.2 Population and Sample

The study population consisted of 60 civil servants (ASN) working at the Bengalun Subdistrict Office in East Kutai Regency, including the subdistrict head, the subdistrict secretary, section

heads, sub-section heads, civil service employees (PNS), and government employees under employment contracts (PPPK). From this population, the study involved 45 ASN as respondents. The respondents included all structural officials and all PNS staff, while the respondents from the PPPK group represented a portion of the total PPPK employees assigned to the Bengalon Subdistrict Office. The distribution of the study population and respondents is presented in Table 1.

Table 1. Distribution of the Study Population and Respondents

Position Unit	Population	Respondents
Subdistrict Head	1	1
District Secretary	1	1
Section Head	5	5
Head of the Subdivision	2	2
Civil Service Staff	15	15
PPPK Staff	36	21
Total	60	45

Source: Processed primary data (2025).

3.3 Measurement of Variables

This study uses two variables: work discipline as the independent variable and civil servant performance as the dependent variable. Work discipline is measured using four indicators, including attendance discipline, compliance with uniform regulations, adherence to standard operating procedures (SOPs), and work responsibility, adapted from Hasibuan (2016). Meanwhile, civil servant performance is measured through four indicators: quantity of work output, quality of work output, timeliness of work, and work behavior, as referenced in Mangkunegara (2008). All indicators are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Details on the operationalization of the research variables are presented in Table 2.

Table 2. Operationalization of Research Variables

Variable	Indicators
Work Discipline (Hasibuan, 2016)	Attendance Discipline
	Compliance with Uniform Requirements
	Compliance with SOPs
	Work Responsibility
Civil servant performance (Mangkunegara, 2008)	Quantity of work output
	Quality of work output
	Timeliness of work
	Work Behavior

Source: Compiled by the author based on Hasibuan (2016) and Mangkunegara (2008).

3.4 Data Collection

Primary data was collected through the distribution of questionnaires to all respondents. In addition, this study also

utilized field observations and documentation as supporting data to obtain information regarding the implementation of civil service disciplinary policies at the Bengalon Subdistrict Office. Secondary data was obtained from organizational documents, laws and regulations, and various sources of literature relevant to the study.

3.5 Data Analysis

Data analysis was conducted in several stages. First, a descriptive analysis was performed to describe the characteristics of the respondents and the distribution of responses for each research indicator. Second, the quality of the instrument was assessed through validity testing using Pearson's product-moment correlation and reliability testing using Cronbach's alpha coefficient. Third, the effect of work discipline on civil servant performance was analyzed using simple linear regression. Next, hypothesis testing was conducted using a t-test to determine the significance of the independent variable's effect on the dependent variable, an F-test to assess the suitability of the regression model, and the coefficient of determination (R^2) to determine the extent to which work discipline contributes to explaining variations in civil servant performance. All analyses were performed using IBM SPSS Statistics software with a significance level of 5% ($\alpha = 0.05$).

4. RESULTS

4.1 Respondent Characteristics

Respondent characteristics are presented to provide an overview of the profiles of the civil servants (ASN) who were the subjects of this study. These characteristics include age, gender, and educational level. This information is important to demonstrate that the respondents have diverse demographic backgrounds, thereby representing the conditions of civil servants at the Bengalon Subdistrict Office. A summary of the respondents' characteristics is presented in Table 3.

Table 3. Respondent Characteristics

Characteristics	Category	Number	Percentage (%)
Age	28–39 years	7	15
	40–45 years	13	28
	46–50 years	14	31
	51 years and older	11	24
Gender	Male	15	34
	Female	30	66
Education	High School	9	20
	Associate's Degree (D3)	13	28
	Bachelor's Degree (S1)	19	42
	Master's Degree (S2)	4	8

Source: Processed primary data (2025).

Based on Table 3, the majority of respondents were in the 46–50 age group, totaling 14 people (31%), followed by the 40–45 age group with 13 people (28%), while respondents aged 28–39 numbered 7 people (15%) and those aged 51 and older totaled 11

people (24%). This composition indicates that the majority of civil servants who participated in the survey are of working age and have relatively extensive experience in carrying out government duties.

Based on gender, the respondents were dominated by women (30 people) (66%), while men numbered 15 people (34%). In terms of education level, the majority of respondents had a Bachelor's degree (S1) of 19 people (42%), followed by Diploma (D3) of 13 people (28%), Senior High School (SLTA) of 9 people (20%), and Master's (S2) of 4 people (8%). This profile shows that the majority of ASN have higher educational qualifications which are

expected to support the implementation of duties and responsibilities in the provision of public services.

4.2 Evaluation of Research Instruments

Before testing the hypotheses, the research instrument was evaluated to ensure that each statement item was capable of measuring the research construct accurately and consistently. The instrument was evaluated through validity testing using Pearson's product-moment correlation and reliability testing using Cronbach's alpha coefficient. The results of the instrument's validity and reliability tests are presented in Table 4 and Table 5.

Table 4. Results of the Research Instrument Validity Test

Variable	Number of Items	Range of Calculated r Values	Table r	Notes
Work Discipline	8	0.589–0.965	0.2940	All items are valid
Civil Servant Performance	12	0.868–0.961	0.2940	All items are valid

Source: Data processed using IBM SPSS.

Based on Table 4, all statement items under the variables of work discipline and civil servant performance have calculated r values

greater than the table r value (0.2940). These results indicate that all indicators meet the validity criteria; thus, each item is capable of measuring the research construct in accordance with its intended purpose and is suitable for use in further analysis.

Table 5. Results of the Research Instrument Reliability Test

Variable	Number of Items	Cronbach's Alpha	Criteria	Remarks
Work Discipline	8	0.940	> 0.70	Reliability
Civil Servant Performance	12	0.983	> 0.70	Reliable

Source: Data processed using IBM SPSS.

As shown in Table 5, the work discipline variable obtained a Cronbach's Alpha value of 0.940, while the civil servant performance variable obtained a value of 0.983. Both values exceed the minimum threshold of 0.70, indicating that the research instrument has a very good level of internal consistency. Thus, the entire instrument is deemed reliable and suitable for use in hypothesis testing.

4.3 Descriptive Statistics of Variables

Descriptive statistics are used to provide an overview of the characteristics of the data for each research variable before hypothesis testing is conducted. The parameters presented include the mean, standard deviation, minimum value, and maximum value. The results of the descriptive statistical analysis are presented in Table 6.

Table 6. Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Work Discipline	34.67	4.52	26	40
Civil Servant Performance	52.20	7.78	37	60

Source: Data processed using IBM SPSS.

Based on Table 6, the work discipline variable has a mean score of 34.67 with a standard deviation of 4.52, and a score range from 26 to 40. This mean score indicates that, in general, respondents gave a relatively high rating to the implementation of work discipline at the Bengalon Subdistrict Office. The standard deviation, which is lower than the mean, indicates that the distribution of respondents' answers is relatively homogeneous, suggesting that their perceptions of work discipline tend to be consistent.

For the civil servant performance variable, the mean score was 52.20 with a standard deviation of 7.78, and a score range from 37 to 60. These results indicate that, in general, respondents rated civil servant performance as good. The relatively small standard

deviation compared to the mean also indicates that the variation in respondents' answers is not too great, so the data has a relatively good level of dispersion for use in regression analysis. Overall, the descriptive statistics show that both variables have adequate data distributions to proceed to hypothesis testing.

4.4 Simple Linear Regression Analysis and Hypothesis Testing

Hypothesis testing was conducted using simple linear regression analysis to determine the effect of work discipline on the performance of civil servants (ASN) at the Bengalon Subdistrict Office, East Kutai Regency. A summary of the regression analysis results is presented in Table 7, while the evaluation of the regression model is presented in Table 8.

Table 7. Results of Simple Linear Regression Analysis

Variable	Coefficient B	Std. Error	Beta	t-value	Sig.
Constant	-4.422	2.877	—	-1.537	0.132
Work Discipline	1,633	0.082	0.949	19.843	0.000

Source: Data processed using IBM SPSS.

Based on Table 7, the work discipline variable has a regression coefficient of 1.633 with a β value of 0.949 and a significance level of 0.000. These results indicate that work discipline has a positive and significant effect on civil servant performance. This means that every increase in work discipline is followed by an increase in civil servant performance; thus, Hypothesis 1 (H1), which states that work discipline has a positive and significant effect on civil servant performance, is supported by the research findings.

Table 8. Regression Model Evaluation

Indicator	Value
R	0.949
R ²	0.902
Adjusted R ²	0.899
Calculated F	393.757
F Sig.	0.000

Source: Data analyzed using IBM SPSS.

The model evaluation results in Table 8 show that the regression model has an excellent level of fit. The calculated F-value of 393.757 with a significance level of 0.000 indicates that the regression model as a whole is significant in explaining the relationship between work discipline and civil servant performance. Furthermore, the coefficient of determination (R²) of 0.902 indicates that 90.2% of the variation in civil servant performance can be explained by work discipline, while the remaining 9.8% is influenced by other factors outside the research model. The correlation coefficient (R = 0.949) also shows that the relationship between work discipline and civil servant performance is very strong.

5. DISCUSSION

The results of this study indicate that work discipline has a positive and significant effect on the performance of civil servants (ASN) at the Bengalon Subdistrict Office, East Kutai Regency. These findings suggest that increased compliance by civil servants with working hours, the use of official attire, adherence to standard operating procedures (SOPs), and a sense of responsibility in carrying out their duties contribute to improved quality and effectiveness in the performance of their work. The high coefficient of determination (R² = 0.902) indicates that work discipline is a dominant factor in explaining variations in ASN performance at the study site. Thus, work discipline not only functions as an administrative control mechanism but also serves as a strategic factor in supporting increased civil service productivity and the quality of public service delivery.

These findings support the Policy Evaluation Theory proposed by Dunn (2000) and Winarno (2001), which states that the success of a policy is determined not only by its formulation but also by the effectiveness of its implementation in achieving the established

objectives. In the context of this study, the implementation of East Kutai Regent Regulation No. 38 of 2025 serves as an instrument to shape the work behavior of civil servants through increased compliance with disciplinary provisions. The effectiveness of the policy's implementation is reflected in the improved performance of civil servants, which demonstrates that disciplinary policies can drive behavioral changes among civil servants in line with organizational objectives. The results of this study also provide empirical evidence that evaluating the implementation of disciplinary policies is a crucial aspect of achieving more effective and accountable governance.

The results of this study also support the Public Service Motivation Theory proposed by Perry and Wise (1990) and Kim et al. (2013). This theory explains that civil servants with a high public service orientation tend to demonstrate greater commitment to the organization, comply with regulations, and carry out their duties responsibly. In this study, work discipline is understood not only as compliance with formal rules but also as a reflection of civil servants' professionalism in performing their public service functions. Therefore, the higher the level of work discipline among civil servants, the higher the quality of their performance—in terms of the quantity of work, the quality of work, the timeliness of task completion, and work behavior.

The results of this study are consistent with the findings of Herman et al. (2024), which show that the implementation of civil service disciplinary policies contributes to increased employee compliance in carrying out organizational tasks. These findings also support the research by Hernandi and Prabowo (2024), which demonstrates that work discipline training has a positive effect on improving civil servant performance, and are in line with Rahayu et al. (2024), who found that the implementation of effective policies can improve employee performance and the quality of public services. Furthermore, this study reinforces the argument put forth by Pratama et al. (2025) that performance evaluation is a crucial component in enhancing accountability within public sector organizations.

Nevertheless, previous studies generally examined work discipline, policy implementation, or performance evaluation separately and were predominantly conducted at the local government level or within local government agencies. This study offers a distinct contribution by evaluating the implementation of East Kutai Regent Regulation No. 38 of 2025 within the context of subdistrict governments as public service units that interact directly with the community. The research findings indicate that the effectiveness of disciplinary policy implementation at the subdistrict level is a key determinant for improving the performance of civil servants in frontline public service units. By integrating Policy Evaluation Theory and Public Service Motivation Theory, this study offers a more comprehensive perspective in explaining how the implementation of disciplinary policies shapes civil servants' work behavior, which ultimately enhances organizational performance. Therefore, this study not only strengthens the empirical evidence regarding the relationship between work discipline and civil servant performance but also expands the application of policy evaluation theory to the context of subdistrict government, an area

that remains relatively under-explored in the Indonesian public administration literature.

6. RESEARCH IMPLICATIONS

The results of this study have theoretical implications by reinforcing Policy Evaluation Theory in explaining that the effectiveness of disciplinary policy implementation plays a crucial role in improving the performance of the Civil Service (ASN). Furthermore, this study also supports Public Service Motivation Theory, which indicates that adherence to rules and work responsibilities are factors that contribute to improved civil service performance. These findings enrich the field of public administration, particularly regarding the relationship between the implementation of disciplinary policies and ASN performance at the local government level.

In practical terms, the findings of this study can serve as input for the East Kutai Regency Government particularly the Bengalon Subdistrict Office in strengthening the implementation of disciplinary policies through enhanced oversight, guidance, and ongoing evaluation to improve the quality of public services. From an academic perspective, this study can serve as a reference for future research by developing a research model through the inclusion of additional variables, expanding the scope of the study to different government agencies, or employing more comprehensive analytical methods to gain a broader understanding of the factors influencing civil servant performance.

7. CONCLUSION

This study demonstrates that work discipline has a positive and significant effect on the performance of Civil Servants (ASN) at the Bengalon Subdistrict Office, East Kutai Regency. These findings indicate that improved adherence to working hours, the use of official attire, the implementation of standard operating procedures (SOPs), and a sense of responsibility in carrying out duties can enhance the quality of ASN performance. Thus, the implementation of East Kutai Regent Regulation No. 38 of 2025 on Civil Service Discipline serves as an effective instrument in supporting improved civil service performance and the quality of public services.

This study contributes to the development of public administration research by strengthening the application of Policy Evaluation Theory in explaining the relationship between the implementation of disciplinary policies and civil servant performance, as well as supporting Public Service Motivation Theory as the foundation for civil servants' behavior in carrying out public service duties. Although this study is limited to a single government agency with one independent variable, the findings provide an empirical basis for local governments in designing and evaluating policies to strengthen civil service discipline as part of efforts to improve effective, accountable, and public-service-oriented governance. Future research is recommended to expand the scope of the study, include additional relevant variables, and employ a more comprehensive analytical approach to gain a broader understanding of the factors influencing civil servant performance.

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