



ASN Indiscipline in Bureaucracy: A Case Study of the Financial Sub-Sector of BPSDMD South Sumatra Province

Indah Astuti^{1*}, Dwiki Adi Putra², Amaliatulwalidain³

^{1,2,3}Ilmu Pemerintahan, UIGM Palembang,

*Email : indahastuti2323@gmail.com

Article Info

Article history:

Received 12 Oct, 2025

Revised 21 Dec, 2025

Accepted 05 Jan, 2026

Keywords:

Bureaucratic Pathology, Civil Service Apparatus, BPSDMD

ABSTRACT

The discipline of employees in their work is very important for the smooth performance of Civil Servants (ASN), as discipline can influence management's actions to encourage ASN employees to meet demands. In this study, the author discusses the pathology that commonly occurs in the workplace or agencies, typically carried out by certain individuals. The aim of this writing is to understand how the BPSDMD agency handles bureaucratic pathology and what actions are taken against indisciplined employees. This thesis is written using a descriptive qualitative method, collecting data sources through interviews, observation, and documentation. The results of this research find that there are still employees who are undisciplined in their work, particularly regarding obligations and attendance at the Region's Human Resources Development Agency (BPSDMD) of the Province. This research provides recommendations for further improvement in communication between employees and supervisors on a continuous basis for the implementation of discipline that is in accordance with norms, particularly discipline in duties and attendance at work, as well as providing motivation and appreciation for disciplined employees.

INTRODUCTION

The government is an institution that certainly has the authority or authority to be able to manage and regulate people's lives in a country. In addition to functioning as a holder of power, the Government also has a very important role or as an actor in realizing the welfare of the community and is responsible for designing and implementing policies that aim to improve the welfare of the community.

In carrying out its role, the Government builds a bureaucratic system that functions as an administrative tool to implement public policies. Even though the community's economic level has increased, the role of the Government will still be needed to be able to carry out the functions of regulation, distribution, services and community empowerment. This function is still carried out by the Government to be able to achieve equality and justice in society. The core of the Government is the bureaucratic structure, which is expected to carry out its role optimally in carrying out these functions (Erlangga, 2023).

With the existence of Government Regulation of the Republic of Indonesia No. 96 of 2012 concerning Public Services and Regulation of the Governor of South Sumatra No. 9 of 2020 which also explains Public Services, the services provided by government apparatus must always focus on the interests of the community, but in reality the problem of public services in a government environment has become a spotlight for the community, especially with the many cases that have arisen.

Some of the factors that can cause the low quality of public services include human resources of the apparatus, organizational performance, bureaucratic behavior, implementation procedures, mindset, bureaucratic organizational structure, transactional leadership, information technology, service systems and strategies, corrupt behavior in the organization, weak policy implementation, organizational structure that is less adaptive, and the lack of implementation of good governance and communication principles effective in a bureaucracy.

According to (Fitriani Abbas, 2020) It also mentions that to be able to achieve the goal of quality services, the government needs to reform the public service paradigm that can change the focus from government-oriented provision to service-oriented services to community needs.

Bureaucracy comes from the English term "Bureaucracy," which is a combination of English and Greek words. Laughter "office" means a writing desk, which is often interpreted as the workplace of officials, while "Krastein" means government. Bureaucracy is also explained in KBBI, which explains bureaucracy as a government system operated by civil servants by following a hierarchical structure and position level, the state is responsible for continuing to improve the welfare of its people realized through bureaucracy and bureaucracy itself is an important instrument for all societies (Hidayah & Priyanti, 2022). According to Bennett & Rablen, 2021 in the journal (Ammas et al., 2023) states that bureaucracy is an organizational system consisting of complex rules, procedures and hierarchies and aims to provide public services to the public in an orderly, fair and efficient manner.

Human Resources owned or individuals who work in an agency, commonly known as Civil Servants (PNS) who are an employee appointed by the Government to be able to work in government agencies at the central and regional levels and are responsible for serving the community and carrying out state administrative functions. With this strategic role, it is hoped that Civil Servants (PNS) will not only meet administrative needs, but also can contribute to social and economic development through quality services to the public or the community.

Culture in an agency or organization is a reflection of the values, norms, behaviors and attitudes of the members in the agency which becomes a strong foundation in describing how employees or civil servants in the agency carry out their daily duties. All activities carried out by employees will form a work culture, so it can be said that work culture is an attitude, behavior, mindset and customs that have been accepted and applied by employees in carrying out their work in an agency where they work.

Civil Servants (PNS) are an important resource in the administration of government. Based on Law No. 20 of 2023 concerning the State Civil Apparatus, civil servants function as state apparatus that provide services to the community in accordance with their respective fields. In addition, civil servants must show a disciplined attitude, which is one of the indicators of human resource quality and is indispensable for employees in government organizations and the community as service recipients (Daffa Ulhaq Putra Sukmana, 2024). To achieve professional performance, civil servants need to prioritize discipline, honesty and fairness in carrying out their duties, including carrying out work on time according to predetermined working hours (Karunita Meidyanti & Almas Widya Motik, 2020).

The Government has issued regulations or regulations and the Government has also made legal products related to the State Civil Apparatus through Government Regulation of the Republic of Indonesia No. 94 of 2021 concerning Civil Servant Discipline. In Article 1 paragraph (4) of the Government Regulation, it is explained that State Civil Apparatus (ASN) Discipline is "the ability of civil servants to comply with obligations and stay away from prohibitions that have been set by laws and regulations".

Government Regulation of the Republic of Indonesia No. 94 of 2021 regulates various matters, including regulating what obligations and prohibitions to civil servants as well as disciplinary sanctions that can be imposed on the employee if proven to have committed violations in the environment of the organization or government agency where the civil servant works. In addition, it is also regulated about the type of disciplinary punishment that can be applied to certain types of violations, the limitation of authority for officials who have the right to impose punishment and the right for civil servants to be able to defend themselves through administrative procedures if they are subject to disciplinary sanctions.

Civil servant discipline is not only explained in Government Regulation of the Republic of Indonesia No. 94 of 2021, but also explained in the Governor of South Sumatra Regulation Number 1 of 2023 in Article 1 paragraph (1) concerning the Enforcement of ASN Discipline, namely "Discipline is the ability of ASN employees to comply with obligations and avoid prohibitions that have been set in laws or official regulations which if not obeyed, will be given disciplinary sanctions". In the Regulation of the Governor of South Sumatra, it is also explained that "Work Discipline refers to compliance with the time of entry and return according to the set working hours and carrying out every work that has been given".

From the meaning of the Government Regulation and the Regulation of the Governor of South Sumatra above, it can be concluded that the Government Regulation on ASN discipline includes the obligations, prohibitions and sanctions of disciplinary punishment that can be imposed on the State Civil Apparatus (ASN) if it is proven that they have committed violations within the agency. The application of disciplinary sanctions aims to be able to foster the State Civil Apparatus (ASN) itself so that they can realize mistakes and can strive not to repeat the same mistakes.

The existence of the bureaucracy has been legally recognized as regulated by law. With a long and complicated process, it is often considered to be an obstacle in the provision of fast and efficient services, which can ultimately affect the satisfaction of the community with the services provided. The term "sick bureaucracy" or "bureaucratic pathology" is used to indicate a bad situation or reflect the bad situation experienced by the bureaucracy in Indonesia (Pont 2024). Bureaucracy will be good and successful if the character of individuals and the bureaucratic system interact harmoniously, on the other hand, if the interaction is disrupted, negative behavior will arise that causes the emergence of bureaucratic diseases or pathologies.

The Regional Human Resources Development Agency (BPSDMD) of South Sumatra Province is a government agency tasked with developing human resources in the area, BPSDMD focuses on improving the quality and competence of human resources through various education and training programs with the aim of creating human resources who are able to support regional development. The function of the BPSDMD Agency is as a support in all government affairs which is the responsibility of a city government, especially in the field of personnel and human resource development.

With these important roles, the BPSDMD Agency of South Sumatra Province can be the key in realizing a more productive and competitive individual society in South Sumatra Province. In addition, it can also participate in improving social and economic progress in South Sumatra Province. By continuing to make consistent efforts, BPSDMD will not only prioritize human resource development but can also create a foundation or create a strong foundation for a better future for the entire community.

This study aims to see and find out whether "Bureaucratic Pathology: Portrait of ASN Indiscipline in the Financial Sub-Sector of BPSDMD South Sumatra Province" exists and it is hoped that through this study, solutions and efforts can be found what kind of solutions and efforts will be made by BPSDMD Agencies against pathologies that occur, especially in the discipline of employees or ASN.

RESEARCH METHODS

Qualitative research with a descriptive approach is a method used, where data is collected through direct observation or observation, direct interviews and document collection.

RESULTS AND DISCUSSION

Based on the results of the research that the researcher has conducted on March 24, 2025 at the BPSDMD Agency of South Sumatra Province, pathologies carried out by individuals were obtained based on the results of interviews conducted and based on the data obtained, but BPSDMD still does its best to be able to eliminate the pathology that occurs by applying several efforts, so that the researcher draws detailed conclusions from the results of the research as follows:

Corruption of Time

Morning apple

The morning apple activity is a mandatory routine in government agencies to build discipline, strengthen communication between employees, and motivate ASN in starting the working day with enthusiasm. The morning apple acts as a means of effective communication between management and employees, strengthening solidarity and becoming a moment of periodic performance evaluation.

Research shows that active involvement in morning apples significantly improves the discipline of civil servants, especially in punctuality, adherence to work procedures and productivity. Participating leaders set a positive example that strengthens a culture of discipline and responsibility.

However, in practice, there are still obstacles related to the consistency of attendance, where some employees are not on time for reasons such as traffic problems, problematic vehicles or due to the distance between homes and agencies. Such absence can cause a negative impression in the work environment and have the potential to damage the harmony and effectiveness of teamwork. Therefore, indiscipline in the morning apple needs serious attention and followed up with the implementation of a balanced policy between sanctioning those who do not comply and rewarding those who consistently attend.

The morning apple is not only an administrative routine but has a strategic role in improving discipline, communication, solidarity and performance of civil servants so that it needs to be maintained and increased in effectiveness for the sake of creating a positive and productive work culture in government agencies.

Gymnastics

Gymnastics is an important activity to maintain health, increase stamina, reduce stress and can strengthen solidarity between employees. At BPSDMD South Sumatra Province, routine gymnastics is carried out every Friday as a form of commitment to maintaining fitness and building togetherness.

Although there are many benefits, there are employees who do not participate due to lack of physical fitness, urgent workload or due to age factors. This has an impact on the effectiveness of activities and team dynamics. Therefore, there is a need for support for a good work environment, adjustments to gymnastics programs according to employees' abilities and communication that encourages a balance between tasks and sports.

Although some regions apply disciplinary sanctions related to gymnastics indiscipline, the BPSDMD of South Sumatra Province has not implemented TPP deductions in gymnastics activities. Overall, morning gymnastics plays a strategic role in improving the physical health, work spirit and togetherness of employees so that their participation needs to be continuously supported and increased for optimal work productivity.

ASN mentality**Precision Present**

Accuracy is an important aspect that reflects the discipline, responsibility and professionalism of ASN. Punctual attendance not only supports the smooth running of individual tasks but also strengthens teamwork, increases morale, professionalism and overall employee productivity.

Although important, it is still found that some employees are late or go home earlier according to the data obtained for reasons such as congestion and long house distance. To overcome this, the agency implements a measurable sanction system ranging from reprimands to deductions of Additional Employee Income (TPP) in accordance with the South Sumatra Governor's Regulation No. 178 of 2023. Attendance data for June 2025 shows that some employees have experienced TPP cuts due to delays and other attendance violations.

This indicates the need to increase employee awareness and discipline through consistent policies and periodic evaluations. Involving employees in policy evaluation is also important to identify obstacles and find more effective solutions to support timely attendance and improve employee performance and team cohesiveness in the Agency. Thus, precision is the key to creating a productive, disciplined and synergistic work environment.

Attendance

Attendance is a vital aspect in realizing professional, integrity and accountable civil servants. Work discipline, including accuracy and consistency of attendance, is the key to the success of the agency in achieving common goals and maintaining productivity and teamwork. BPSDMD South Sumatra Province has adopted Government Regulation No. 94 of 2021 concerning Civil Servant Discipline as a discipline guideline and implements a digital attendance system (finger print) to accurately monitor attendance while enforcing sanctions for violators.

The assessment of attendance discipline is also regulated in the Decree of the Governor of South Sumatra No. 178 of 2023, where indiscipline causes a deduction of Employee Income Supplement (TPP) of up to 3% per day of absence, with a maximum potential deduction of 100% in a month. Despite the strict sanction system and effective attendance technology, there are still employees who are absent or late for reasons such as congestion, health conditions or personal affairs.

The attendance discipline enforced through policies and technology has been proven to increase the accuracy and discipline of civil servants, but it still needs to be strengthened so that every employee can take full responsibility for their attendance. By continuing to increase awareness of discipline and providing consistent sanctions, it is hoped that the performance of the agency and the performance of individual ASN can be optimally improved, supporting the creation of a productive, professional and harmonious work environment.

The conclusion based on some of the above indicators is that pathologies related to corruption in the time and mentality of ASN are still found even though BPSDMD agencies have implemented various control efforts, including regulations and digital attendance systems. In the corruption indicator of time, the morning apple is an important routine to build discipline, communication and solidarity between civil servants, but presence constraints such as traffic and distance between houses and agencies that are far away still occur, so a balanced policy between sanctions and awards is needed. Routine gymnastics also plays a role in maintaining the health and togetherness of employees, but challenges of physical condition, workload and age are the reasons for attendance, so it is necessary to support the environment and adjust the gymnastics program.

Meanwhile, in the ASN mentality indicator, accuracy is present to reflect discipline and professionalism that support the effectiveness of teamwork. The sanction system implemented ranging from reprimands to TPP cuts in accordance with regulations has cracked down on attendance violations, but further socialization and evaluation are needed so that discipline increases. The consistent presence of ASN is also monitored through Government Regulations and digital finger print attendance, although health constraints and personal affairs are sometimes disturbing. Overall, the success of controlling and improving the mentality of ASN depends on consistency of implementation, strong internal communication and program adjustments for the creation of a disciplined, healthy and compact work culture that supports productivity and the achievement of the visions and missions of the BPSDMD Agency of South Sumatra Province.

SUGGESTIONS

Strengthening the level of supervision of apple attendance and gymnastics through the attendance system, as well as implementing a balanced policy between providing strict sanctions for violators and rewards for disciplined employees, in order to encourage motivation and consistent attendance.

Improve strong internal communication to socialize the importance of discipline and occupational health, and actively involve employees in regular evaluation of discipline policies

For future researchers, it is better to conduct more in-depth research on how discipline and attendance affect employee productivity and welfare.

BIBLIOGRAPHY

Akay1, R., Kaawoan2, J. E., & Pangemanan3, F. N. (2023). Employee Discipline in Improving the Quality of Public Services at the Tikala District Office. *Dedication*, 24(2), 47. <https://doi.org/10.31293/ddk.v24i2.6893>

Almahdali, H., & Sakir, A. R. (2024). Countermeasures of bureaucratic pathology at the Lappariaja District Office, Bone Regency. *Holistic Nexus Analysis*, 1(2), 1–8. <https://doi.org/10.62504/g8t5sx97>

Amelia, H., & Setyawati, K. (2023). Analysis of Improving the Performance of Civil Servants in Bidara Cina Village, East Jakarta Administrative City. *PASTOR: Interdisciplinary Journal of Public Affairs*, 6(2), 106–120. <https://doi.org/10.61332/ijpa.v6i2.94>

Ammas, S., Hasran, H., Hasran, B., & Fitriani, A. (2023). Bureaucratic Pathology in the Implementation of Public Services at the District Level in Takalar. *Journal of Government Insight*, 3(1), 295–304. <https://doi.org/10.47030/jgi.v3i1.628>

Angelia Martunus. (2023). EMPLOYEE DISCIPLINE IN IMPROVING PERFORMANCE AT THE PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY OF PALEMBANG CITY, SOUTH SUMATRA PROVINCE. Sec. 6.

Arsela, T. D., & Gamaputra, G. (2023). Analysis of Civil Servant Discipline That Has an Impact on the Deduction of TPP Work Performance Based on the Regulation of the Governor of East Java Number 55 of 2022 concerning *Journal of State Administration Innovation* ..., 1(55), 402–415. <https://journal.unesa.ac.id/index.php/innovant/article/view/26150%0Ahttps://journal.unesa.ac.id/index.php/innovant/article/download/26150/10291>

Azizah, S. N., Permatasari, B., & Suwarni, E. (2022). The Effect of the Implementation of Fingerprint Attendance on the Work Discipline of State Civil Apparatus in the Procurement of Goods/Services Section of the Bandar Lampung City Secretariat. *SMART: Strategy of Management and Accounting through Research and Technology*, 2(1), 67–77. <http://jim.teknokrat.ac.id/index.php/smart/issue/archive>

BPSDMD, R. (2026). YEAR 2024-2026.

Daffa Ulhaq Putra Sukmana. (2024). WORK DISCIPLINE OF CIVIL SERVANTS AT THE COMMUNITY AND VILLAGE EMPOWERMENT OFFICE, MUSI BANYUASIN REGENCY, SOUTH SUMATRA PROVINCE. WORK DISCIPLINE OF CIVIL SERVANTS AT THE COMMUNITY AND VILLAGE EMPOWERMENT OFFICE, MUSI BANYUASIN REGENCY, SOUTH SUMATRA PROVINCE.

Dr. Abdul Fattah Nasution, M. P. (2023). QUALITATIVE RESEARCH METHODS.

Dwika Adi Putra, H. N., & Lestari, I. (2023). Implementation of Electronic Attendance Policy for Civil Servants in the Palembang City Secretariat. *TheJournalish: Social and Government*, 4(2), 163–172. <https://doi.org/10.55314/tsg.v4i2.472>

Endah, K., & Vestikowati, E. (2021). government bureaucracy in the implementation of public services. *MODERATE: Scientific Journal of Science*..., 7, 647–656. <https://journals.unigal.ac.id/index.php/modrat/article/view/2491>

Erlangga, P. (2023). Apparatus, Management Performance, In Power, Lampung Resources, D I Province of Science, Faculty and, Socio-Political, Government Sciences, Department of Lampung Sciences, University.

Fahlevi, P., & Dewi, A. O. P. (2019). ANALYSIS OF THE IJATENG APPLICATION USING THE TECHNOLOGY ACCEPTANCE MODEL (TAM) THEORY. *Journal of Library Science*, 8(2), 103–111.

Fitriani Abbas1, A. S. (2020). PUBLIC SERVICE MODEL FOR BUREAUCRATIC REFORM. Addition of sodium benzoate and potassium sorbate (antiinversion) and stirring speed as an effort to inhibit inversion reactions in sugarcane sap, 1(1), 16–25.

Governor. (n.d.). Decree of the Governor of South Sumatra.

Hidayah, N., & Priyanti, E. (2022). Prevention of Bureaucratic Pathologies through Public Service Administration Reform (Case Study at the Purwakarta Regency Environmental Service). *Scientific Journal of Educational Vehicles*, 2(20), 344–352. <https://doi.org/10.5281/zenodo.7243080>

Hilma, N. L., & Ishak, P. (2021). Symptoms of Village Government Bureaucratic Pathology and Its Influence on the Success of Village Fund Management. *Gorontalo Accounting Journal*, 4(2), 133. <https://doi.org/10.32662/gaj.v4i2.1593>

Hindami, G. T. (2024). Pathology of Public Service Bureaucratic Reform at the Semarang City Youth and Sports Office. *Public Service And Governance Journal*, 5(1), 226–238.

Karunita Meidyanti, E., & Almas Widya Motik, K. (2020). THE ROLE OF THE REGIONAL CIVIL SERVICE AGENCY IN IMPROVING THE DISCIPLINE OF CIVIL SERVANTS IN SURABAYA. 1(53). <http://www.jsep.org/index.php/jsep/index>

Khairiyah, S., & Priyanti, E. (2023). Prevention of Bureaucratic Pathology through Public Service Administration Reform in Duren Jaya Village, East Bekasi District, Bekasi City. *Journal Of Social Science Research*, 3(2), 17–27. <https://doi.org/10.59050/jian.v19i2.126>

Kusuma, R., Akadira, T., & Nurliawati, N. (2025). Improving the discipline of the state civil apparatus through the involvement of the morning apple. *Ganaya : Journal of Social Sciences and Humanities*, 8(2), 198–209. <https://doi.org/10.37329/ganaya.v8i2.4171>

Nani, A., & Wijaya, A. A. M. (2020). The Effectiveness of the Implementation of Finger Print Attendance on Employee Discipline at the Sorawolio District Office, Baubau City. *Journal of Government Science Studies*, 1(1), 8–15. <https://doi.org/10.35326/jsip.v1i1.524>

President of the Republic of Indonesia. (2023). Law of the Republic of Indonesia Number 20 of 2023 concerning the State Civil Apparatus. 202875, 1–44. <https://peraturan.bpk.go.id/Details/269470/uu-no-20-tahun-2023>

Rosi Ade Febryan. (2023). Review of Fiqh Siyasah Tanfidziyah on the Implementation of Article 3 of Government Regulation Number 94 of 2021 concerning Discipline of Civil Servants. 1.

Sakir, A. R. (2024). Analysis of Work Discipline of Civil Servants at the Nusaniwe District Office, Ambon City. *Journal of Public Administration and Business*, 6(1), 116–124. <https://doi.org/10.36917/japabis.v6i1.117>

SHINTA DEWI, S. (2022). The regulation of civil servant discipline in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. *Speech*, 1(2), 105–118. <https://doi.org/10.57123/wicarana.v1i2.22>

Suasa, S., Rapi, M., & Lestari, I. D. (2021). Bureaucratic Behavior in the Service of Trade Business Licenses at the Office of the Investment and One-Stop Integrated Service Office of Palu City. *Journal of Public Administration*, ..., 3, 72–77. <https://jurnal.fisip.untad.ac.id/index.php/JPAG/article/view/191%0Ahttps://jurnal.fisip.untad.ac.id/index.php/JPAG/article/download/191/188>

Suhardiman, Rachman, M., & Jamiah. (2023). *Bureaucracy & Public Governance* (Vol. 16, Issue 1).

Suratman, & Riyant, E. (2020). Improvement of human resources through training. *Human Resource Improvement Through Training*, 8(1), 165–175. <https://core.ac.uk/download/pdf/196255896.pdf>

Suryantoro, B., & Kusdyana, Y. (2020). Analysis of the Quality of Public Services at the Surabaya Shipping Polytechnic. *Baruna Horizon Journal*, 3(2), 223–229. <https://doi.org/10.52310/jbhorizon.v3i2.42>

Syafaruddin Syafaruddin, Ambo Masse, Khaeriyah Khaeriyah, Baso Arisandi, & Nurasia Natsir. (2022). The Effectiveness of the Implementation of Electronic Attendance in Improving ASN Discipline at the Batuputih District Office, North Kolaka Regency, Southeast Sulawesi Province. *Journal of Management and Social Sciences*, 1(2), 23–47. <https://doi.org/10.55606/jimas.v1i2.254>

Theresia, P. J., Ponto, I. S., & Sakir, A. R. (2024). Efforts to Prevent Bureaucratic Pathologies Through the Implementation of Good Government to Create an Efficient Bureaucracy. *Scientific Journal of Administrative Sciences*, 14(2), 112–124. <https://doi.org/10.33592/jiia.v14i2.4952>

Waruwu, M. (2023). Educational Research Approach: Qualitative Research Methods, Quantitative Research Methods and Mixed Research Methods. *Bhineka Tunggal Ika: A Study of the Theory and Practice of PKn Education*, 7(2). <https://doi.org/10.36706/jbti.v9i2.18333>