

Discipline Analysis of State Civil Apparatus Work in Regional Development Planning Agency of Rokan Hilir District

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Abstract. This study aims to analyze the level of work discipline of the state civil apparatus at the Regional Development Planning Agency of Rokan Hilir Regency and to analyze the factors that influence the work discipline of the state civil apparatus at the regional development planning agency of Rokan Hilir Regency. Each state civil apparatus in Development Planning Agency District has several performance measurement instruments as outlined in the Job Analysis, Job Analysis Evaluation, Annual Employee Work Targets, and Monthly Employee Work Targets which contain the discipline value of state civil apparatus working hours each working day. The assessment of the Monthly Employee Work is used as the basis for the provision of performance allowances for all state civil apparatus work in the Regional Development Planning Agency. This research uses a qualitative research method with a descriptive research type. The main informants in this study were officials within the Regional Development Planning Agency of Rokan Hilir Regency. Sample selection is done by (purposive sampling). Based on the results of the research and data analysis, it shows that: work discipline of state civil apparatus at the Regional Development Planning Agency of Rokan Hilir Regency has not been fully implemented because it is based on the results of interviews with research informants and analyzed with the work discipline model according to Rivai (2005) in the form of attendance and obedience. In terms of work obligations and regulations, adherence to work standards, a high level of vigilance, and ethical work, there are still state civil servants at the Regional Development Planning Board of Rokan Hilir Regency who have not implemented work discipline, especially adherence to work discipline.

Keywords: discipline, state civil apparatus, performance

Introduction

Based on the Regulation of the Regent of Rokan Hilir Regency Number 61 of 2016 concerning the Position, Organizational Structure, Duties, Functions and Work Procedures of the Regional Development Planning Agency of Rokan Hilir Regency that the Regional Development Planning Agency has the task of assisting the Regent in carrying out the preparation and implementation of regional policies in the field of Human Development and Community, economy and natural, social and cultural resources, infrastructure and regional development, by carrying out the functions:

- a. Drafting of Long Term Development Plans, Regional Medium Term Development Plans and Government Work Plans planning documents;
- b. Formulation of policies in the fields of Human and Community Development, economy and natural resources, social and culture, infrastructure and regional development;
- c. Coordinate the implementation of the Long Term Development Plans, Regional Medium Term Development Plans and Government Work Plans;
- d. Coordinating the Implementation of Synergy and Harmonization of Regional Long Term Development Plans, Regional Medium Term Development Plans and Government Work Plans;
- e. Coordinating the Implementation of Agreements with Legislative-related to Regional revenue and expenditure budget;
- f. Coordinating the Implementation of Synergy and Harmonization of Activities of Ministries/Agencies, Provinces in Districts/Cities;

- g. Corporate Administration Management.
- h. Coordination of development planning among Regional Apparatus Organizational Units; and
- i. Implementation of monitoring, controlling, evaluating performance, and reporting on regional development activities.

The good or bad performance of the Development Planning Agency at the Sub-National Level as an organization is strongly influenced by the Human Resources in it. Human Resources both individually and in groups are the driving force in carrying out the main tasks and functions of the Development Planning Agency District to achieve the expected performance measures. According to Sutrisno (2012), performance itself can be interpreted as the work achieved by an employee or group of employees in the organization, by the responsibilities and authorities of each employee to achieve organizational goals that do not violate the law and are following morals and ethics. So performance is important for employees, companies or organizations. Employee performance can be influenced by factors related to employees and the organizational environment itself.

The level of discipline of the State Civil Apparatus is considered to be one of the important factors in achieving good performance measures for an organization, including Development Planning Agency at Sub-National Level. Enforcement of employee discipline is something important for an organization because with discipline it will make the work done more effective and efficient. If discipline cannot be enforced, likely, the goals set by an organization cannot be achieved. In the work environment, what is known is work discipline. Work discipline is a person's ability on a regular basis, diligently continuously and work under applicable rules without violating the rules that have been set. Employee work discipline is the employee's perception of the employee's attitude in terms of order and self-regulation that is owned by the employee in working in the organization without harming himself, others or the environment. According to Harsono (2011), a disciplined employee can be interpreted as an employee who always comes and goes home on time, obeys all organizational regulations, does work and tasks well with a full sense of responsibility.

Currently, the Development Planning Agency District of Rokan Hilir Regency has 44 State Civil Apparatus. There are several disciplinary regulations for STATE CIVIL APPARATUS within Development Planning Agency at Sub-National Level, including discipline in working hours, discipline in dressing, and discipline in completing work. The regulations for working hours for Development Planning Agency District State Civil Apparatus that have been regulated are:

- a. The office entry time is at 07.30 WIB (Morning Ceremony) and leaving the office at 16.00 WIB.
- b. Break time is 12.00 WIB - 13.00 WIB.
- c. The STATE CIVIL APPARATUS dress code is:
 - 1. Wearing Khaki Yellow PDH Clothes for Mondays and Tuesdays;
 - 2. Black and white clothes for Wednesday;
 - 3. Batik clothes for Thursday;
 - 4. Malay clothes for Friday.

The success of an organization in achieving a goal is determined by the quality of professionalism determined by the discipline of its employees. For government officials, this discipline includes elements of obedience, loyalty, sincerity in carrying out their duties and the ability to sacrifice in the sense of sacrificing personal and group interests for the interests of the state and society. In Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions specified in-laws and regulations and/or official regulations which if not obeyed or violated will be subject to disciplinary punishment. Meanwhile, a

disciplinary violation is any words, writings or actions of a civil servant who do not comply with the obligations or violate the prohibition on the disciplinary provisions of a civil servant, both inside and outside working hours. And disciplinary punishment is a punishment imposed on civil servants for violating the disciplinary regulations of civil servants.

The best discipline is self-discipline. The normal inclination is to do what is required and obey the rules of the game. One time people understand what is required of them where they are expected to always perform their duties effectively and efficiently with pleasure. Today many people know that good discipline can improve oneself from laziness (Tohardi, 2012).

A good organization must strive to create rules or regulations that will become signs that must be fulfilled by all employees in the organization. The regulations that will be related to the discipline include:

1. Entry rules, return and rest hours.
2. Basic rules about dress and behavior in work.
3. Regulation of ways of doing work and dealing with other units.
4. Regulations about what employees can and cannot do while in the organization and so on (Singodimedjo, 2000).

As previously explained, work discipline plays a dominant, crucial and critical role in the overall effort to improve employee performance. According to Dharma (2003:355), one of the things that is considered in measuring performance is timeliness, namely whether it is by the planned time. Measurement of timeliness is a special type of quantitative measurement that determines the timeliness of the completion of an activity. Based on the observations of researchers, there are still many disciplinary actions from the State Civil Apparatus in the Development Planning Agency District of Rokan Hilir Regency, namely the lack of discipline of the State Civil Apparatus, which can be seen from:

There are still many State Civil Apparatuses who are late for work, both in the morning and in the afternoon after the break. In the morning many State Civil Apparatus were late for the morning assembly. The Morning Appeal has started at 07.30 WIB, and after 07.30 the State Civil Apparatus has been declared late. Most of the State Civil Apparatus who arrived late at 07.45 WIB. Likewise during recess, where the State Civil Apparatus must re-enter after the lunch break at 12.00 to 13.00 WIB, but many of the State Civil Apparatus comes at 13.30 WIB. Some come at the time of entry at 07.30 WIB to fill the absences after that they go home and come again at 16.00 WIB to fill the absences home.

According to the researcher's observations and also the information obtained from each field, quite a several tasks that have been carried out have not been completed on time or according to a predetermined schedule. The task has been done, but the completion is often too late. The frequent delays in completing the tasks given also show the lack of responsibility of the State Civil Apparatus for the tasks assigned. Based on the background of the problem, this research focuses on the issue of Discipline of the Work of State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency to answer the formulation of the problem 1) How is the Level of Discipline of the Work of State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency? And 2) What are the factors that influence the Work Discipline of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency? So in this case, this study aims to "To analyze the level of Discipline of the Work of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency and to analyze the factors that influence the Work Discipline of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency".

Research Methods

The type of research carried out is qualitative which is a description that can be described accurately, factually, systematically about the facts, nature, and relationships between the phenomena of the object being studied (Sugiyono, 2009: 11). So that in this study can explain the phenomena that are seen directly, especially those related to the Work Discipline Analysis of State Civil Apparatus (STATE CIVIL APPARATUS) at the Regional Development Planning Agency of Rokan Hilir Regency. While the type of descriptive research is intended to measure or describe carefully certain social phenomena the relationship between theory and observation. It is said that the descriptive approach is a type of research intended for the exploration and clarification of a phenomenon or reality (Singarimbun, 2011: 8). Meanwhile, Sugiono (2011: 12), descriptive research method aims to obtain and convey facts clearly and thoroughly.

In the details of this study, using data in the form of primary data and secondary data. In primary data, research uses data obtained through observation and documentation techniques to produce accurate information because it has a direct correlation with the research theme. Furthermore, secondary data is data obtained from literature reviews originating from various electronic media, journals, books, scientific articles and trusted websites that can support the acquisition of additional data such as Rivai's (2005) concepts and theories in formulating the Work Discipline process with indicators such as 1) Attendance, 2) Compliance with Work Obligations and Regulations, 3) Compliance with Work Standards, 4) High Alert Level, 5), and Ethical Worker.

Literature Review

Various findings result from other studies that discuss related issues such as Work Discipline research such as research conducted by Ibrahim et al. (2020). This study aims to determine the implementation from Government Regulation no. 53 of 2010 concerning Discipline of the State Civil Apparatus I in the Field of General Equipment and the Regional Secretariat of West Halmahera Regency. The results showed that the implementation of PP no. 53/2010 in general and equipment has been running quite well, but some violate these rules. There were 5 violations of employee discipline on the efficiency of working time in general and equipment, provided that 3 people were given light sanctions, and 2 people were given moderate sanctions. After conducting a more accurate analysis, it turns out that several factors caused the violation, namely the lack of (1) communication, (2) resources, (3) disposition (attitude of implementers), and (4) bureaucratic structure. Communication between co-workers, both superiors and subordinates, is minimal, resulting in a lack of human resources and knowledge of general work disciplines and equipment. In addition, the attitude of implementers or stakeholders towards the disposition of socialization activities related to the application of work discipline for the State Civil Apparatus was not followed up.

Other research was conducted by Saputri, Qomariah, and Herlambang (2020) with the research title "The Influence of Work Compensation, Supervision and Discipline on Work Performance." This study aims to examine and determine the effect of compensation, supervision and discipline on the performance of the Banyuwangi Regency Civil Apparatus. The population of this study was 10,300 civil servants in the Banyuwangi Regency Government. A sample of 375 employees was selected using a systematic sampling technique, where each member of the population has the same opportunity to be selected as the research sample. Data analysis using Smart PLS version 3.0 software application. The results showed that compensation, supervision, and employee discipline separately had a positive and significant effect on work performance.

Furthermore, Okolie and Udom (2019) in their research with the title "Disciplined Actions and Procedures in the Workplace: The Role of HR Managers" try to explain that

organizational discipline arises from the need for management to be able to control employee behavior and redirect their energy to achieve the company's mission and goals. Discipline is a management action that encourages and ensures compliance with established rules and regulations, regulates the smooth operation of the organization. It is the responsibility of management to develop and maintain effective discipline within the organization. As in most management functions, HR managers have a very important role to play in the design and implementation of disciplinary procedures that are fair for all, and that disciplinary cases are handled according to the procedures established by the organization. For this article, reinforcement theory is attributed to Skinner (1974), forming the theoretical framework. This article discusses the nature of discipline, the causes of disciplinary action, the importance of disciplinary procedures and the role of HR managers in handling discipline. The article takes a closer look at the impact of objective disciplinary action on employee performance. Therefore, the article concludes that for discipline to become a tool to correct or punish mistakes in an organization, management must learn to maintain discipline by applying standards consistently, fairly and flexibly.

Result and Discussion

Work Discipline of State Civil Apparatus

1. In Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions specified in laws and regulations and/or official regulations which if not obeyed or violated will be subject to disciplinary punishment. Meanwhile, a disciplinary violation is any speech, writing or act of a State Civil Apparatus that does not comply with its obligations or violates the prohibition of State Civil Apparatus disciplinary provisions, both inside and outside working hours. And disciplinary punishment is a punishment imposed on State Civil Apparatus for violating State Civil Apparatus disciplinary rules.
2. The best discipline is self-discipline. The normal inclination is to do what is required and obey the rules of the game. One time people understand what is required of them where they are expected to always perform their duties effectively and efficiently with pleasure. Today many people know that good discipline can improve oneself from laziness (Tohardi, 2002).
3. A good organization must strive to create rules or regulations that will become signs that must be fulfilled by all employees in the organization. The regulations that will be related to the discipline include:
 1. Entry rules, return and rest hours.
 2. Basic rules about dress and behavior in work.
 3. Regulation of ways of doing work and dealing with other units.
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As previously explained, work discipline plays a dominant, crucial and critical role in the overall effort to improve employee performance. According to Dharma (2003:355), one of the things that are considered in measuring performance is timeliness, namely whether it is by the planned time. Measurement of timeliness is a special type of quantitative measurement that determines the timeliness of the completion of an activity.

Analysis of Work Discipline of State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency

In carrying out their duties, each employee/apparatus within the Regional Development Planning Agency of Rokan Hilir Regency is required to be more professional and productive, have good discipline, to encourage the achievement of professionalism and productivity that is even better than before. Work discipline of the apparatus will be one of the keys to improving organizational performance, where work discipline can reflect the attitude of the ability to comply with work procedures, both regarding matters of a formal juridical nature, relating to applicable regulations, as well as those concerning working time procedures, as well as the attitude of the apparatus towards other stakeholders to be able to create better results. As Discipline is a form of training that enforces organizational rules. The purpose of disciplinary prevention is to increase employee awareness of the organization's policies and rules. Knowledge of disciplinary action can prevent violations from occurring.

The Regional Development Planning Agency is one of the strategic Regional Apparatus Organizations and makes a major contribution to the running of government in the Rokan Hilir Regency. This is related to the main tasks and functions of the Development Planning Agency District as an agency that assists the task of the Regent in carrying out the preparation and implementation of Regional Policies in the fields of Human and Community Development, Economics and Natural Resources, Social and Culture, Infrastructure and Regional Development.

Good or bad performance of the Development Planning Agency District as an organization is strongly influenced by the Human Resources in it. Human Resources both individually and in groups are the driving force in carrying out the main tasks and functions of the Development Planning Agency District to achieve the expected performance measures. According to Sutrisno (2012), performance itself can be interpreted as the work achieved by an employee or group of employees in the organization, in accordance with the responsibilities and authorities of each employee to achieve organizational goals that do not violate the law and are in accordance with morals and ethics. So performance is important for employees, companies or organizations. Employee performance can be influenced by factors related to employees and the organizational environment itself.

The level of discipline of the State Civil Apparatus is considered to be one of the important factors in achieving good performance measures for an organization, including Development Planning Agency at Sub-National Level. Enforcement of employee discipline is important for an organization because discipline it will make the work done more effective and efficient. If discipline cannot be enforced, likely, the goals set by an organization cannot be achieved. In the work environment, what is known is work discipline. Work discipline is a person's ability to be regularly, persistently diligent and work by applicable rules without violating the rules that have been set. Employee work discipline is the employee's perception of the employee's attitude in terms of order and self-regulation that is owned by the employee in working in the organization without harming himself, others or the environment.

According to Harsono (2011), a disciplined employee can be interpreted as an employee who always comes and goes home on time, obeys all organizational regulations, does work and tasks well with a full sense of responsibility.

Currently, the Development Planning Agency District of Rokan Hilir Regency has 44 State Civil Apparatus. There are several disciplinary regulations for State Civil Apparatus within Development Planning Agency at Sub-National Level, including discipline in working hours, discipline in dressing, and discipline in completing work. Each State Civil Apparatus in Development Planning Agency District has several performance measurement instruments as outlined in the Job Analysis, Job Analysis Evaluation, Annual Employee Work Targets, and Monthly Employee Work Targets which contain the discipline value of State Civil Apparatus

working hours each working day. The assessment of the SKP is used as the basis for the provision of Performance Allowances for all State Civil apparatuses in the Development Planning Agency at Sub-National Level.

Inhibiting Factors in Enforcement of Work Discipline for Employees of the Regional Development Planning Board of Rokan Hilir Regency

The success of an organization in achieving a goal is determined by the quality of professionalism determined by the discipline of its employees. For government officials, this discipline includes elements of obedience, loyalty, sincerity in carrying out their duties and the ability to sacrifice in the sense of sacrificing personal and group interests for the interests of the state and society. In Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions specified in laws and regulations and/or official regulations which if not obeyed or violated will be subject to disciplinary punishment. Meanwhile, a disciplinary violation is any words, writings or actions of a civil servant who do not comply with the obligations or violate the prohibition on the disciplinary provisions of a civil servant, both inside and outside working hours. And disciplinary punishment is a punishment imposed on civil servants for violating the disciplinary regulations of civil servants.

In its implementation, the Work Discipline of the State Civil Apparatus at the Development Planning Agency District of Rokan Hilir Regency has not run as it should. This can be influenced by several factors, namely completing work at home or overtime. So this causes the State Civil Apparatus in Development Planning Agency at Sub-National Level, Rokan Hilir Regency. When they come to work, many are late and no longer focus on work. While the causes of problems in the Work Discipline of State Civil Apparatus in Development Planning Agency District Rokan Hilir Regency are:

a. The Effect of Work Discipline on Performance

The results of the study prove that work discipline affects performance, high work discipline means that State Civil Apparatus has an attitude of respect, respect, obedience and obedience to all applicable regulations, both written and unwritten and can carry out and not avoid receiving sanctions, if he violates the duties and authorities given to him. High work discipline also means that the State Civil Apparatus can comply with obligations and avoid the prohibitions specified in the legislation and/or official regulations. If these conditions are met, then each State Civil Apparatus will work by their duties and obligations so that they will have performed according to the expectations of their agencies which will ultimately have a major contribution to realizing organizational goals.

b. The Influence of Leadership on Work Discipline

The results of the study prove that leadership affects work discipline. This finding explains that the leadership role applied by a leader has an impact in determining the level of work discipline of his subordinates. Leadership is the process of leading a group and influencing that group to achieve its goals (Robbins & Coulter, 2010). Thus, how a leader behaves and behaves will affect the actions of his subordinates. If the leader consistently provides an example, is fair, wise, and firm in carrying out the rules to realize organizational goals, and is effective in carrying out supervision, then subordinates will imitate and obey the rules that have been mutually agreed upon in an organization. Thus, leadership plays a very important role in increasing or decreasing the level of discipline of the subordinates they lead.

c. The Effect of Compensation on Work Discipline

The results of the study prove that compensation affects work discipline. Compensation is the total of all rewards received by employees as a substitute for the services they have provided (Mondy, 2008: 4). Compensation is the main driver of why someone works because compensation is a tool to fulfill basic needs. When employee discipline determines the amount

of compensation received, employees tend to be more disciplined to get compensation that is in accordance with their expectations. Therefore, the more likely the compensation that a State Civil Apparatus can receive will encourage him to be more disciplined. In addition, the suitability of the amount of compensation with employee expectations and the ability of the compensation to meet needs will also play a very important role in determining State Civil Apparatus work discipline.

d. The Effect of Disciplinary Punishment on Work Discipline

In contrast to the results of previous studies, the results of this study do not support the effect of disciplinary punishment on work discipline, or in other words, disciplinary punishment is not proven to affect employee performance. The findings of this study are not in line with the opinion of Hasibuan (2005: 194) and Mondy (2008: 162) but are in line with the results of an interview with one of the staff in one of the Regional Work Units who stated that the punishment given has not been able to eliminate the undisciplined behavior that appears. so because the punishment given is not carried out strictly or the level of punishment given is not sufficient to provide a deterrent effect. This shows that the presence or absence of disciplinary punishment does not change the level of State Civil Apparatus work discipline.

In addition, to find out more about the extent of the Work Discipline Analysis of State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency, the author uses the research focus according to the theory or Work Discipline Approach model formulated by Rivai (2005), which is as follows:

a. Presence

Work Discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai, 2005:444). According to Rivai (2005), attendance is a basic indicator to measure discipline, and usually, employees who have low work discipline are accustomed to arriving late or leaving work early. Respondents Response: "Although State Civil Apparatus in Development Planning Agency District already know about work Standard Operational Procedure in which attendance is also an assessment of Discipline in employee attendance, still not all employees can understand and follow it, because the workload of each employee is different so that the application of work. Standard Operational Procedure such as attendance on time is difficult to implement as a whole. There must be someone who doesn't show up on time during working hours because of other activities such as overtime at night, there are also those who are finishing homework, etc."

b. Obedience to Obligations and Work Regulations

Rivai emphasized that: Employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the organization. Respondents' responses to the aspect of Obedience to Obligations and Work Regulations at the Regional Planning and Development Agency of Rokan Hilir Regency "On average, giving answers have not yet fully implemented this because some State Civil Apparatus still have not implemented work SOPs so that it cannot be averaged, all of them have implemented it, Moreover, each State Civil Apparatus has a different position and of course, the workload is different too. If State Civil Apparatus obligations have been carried out because obligations, if they are not carried out, can hamper organizational performance at Development Planning Agency at Sub-National Level, but in carrying out obligations not all State Civil Apparatus can carry out according to work regulations such as some who carry out work more than the stipulated time, there are also those who carry out work obligations at home, by way of overtime because the time at the office is limited."

c. Adherence to Work Standards

According to Rivai (2005) obedience to work standards can be seen through the magnitude of the employee's responsibility for the tasks assigned to him. Respondents'

responses regarding "Compliance with Work Standards, each employee of the Development Planning Agency District Regional Government of Rokan Hilir Regency has not all complied with work standards, although most of them have obeyed but a small number of them have not obeyed work standards". Even though it is clear that work standards have been regulated in work Standard Operational Procedures, in which there are State Civil Apparatus work standards at Development Planning Agency District Rokan Hilir such as work entry standards related to work entry time, time to complete work that is burdened by each State Civil Apparatus.

d. High Alert Level

Rivai explained that in this indicator, employees who have high vigilance will always be careful, full of calculation and thoroughness in their work and always use things effectively and efficiently. Respondents' responses regarding the High Alert Level resulted that not all State Civil Apparatus in Development Planning Agency District Rokan Hilir Regency applied a high level of vigilance at work, this was indicated by all consumers who answered that only some employees at Development Planning Agency District implemented a high level of vigilance so that employees always use something in their work effectively, effective and efficient, but some employees have not implemented indicators of a high level of alertness in their work so that they are less effective and efficient in their work, for example, working irregular hours which causes a lot of work to be delayed and piled up. There are even some employees who are inconsistent in their work, such as today entering according to working hours, the next day not according to working hours, this information was obtained during interviews with consumers at the Development Planning Agency District office. Thus, it can be concluded that the indicators of the high level of vigilance are still not entirely carried out by employees at Development Planning Agency District Rokan Hilir.

e. Work Ethically

In the opinion of Rivai (2005), the purpose of this indicator is that some employees may act disrespectfully to customers or engage in inappropriate actions. This is a form of disciplinary action so that it works as a form of employee work discipline. Respondents' responses in the context of Ethical Work, showed varied answers with more leading to not yet fully carrying out their work ethically. Employees at Development Planning Agency District in general have carried out their work ethically, but some are still working unethically such as being indisciplined about working time, the time to go to work to cut time from work for family reasons. Some work ethically, such as coming to work on time, completing work on time and always reporting to their superiors when there are work problems.

To answer several problems related to State Civil Apparatus Work Discipline at the Regional Planning and Development Agency of Rokan Hilir Regency, namely: The Rokan Hilir Regency Government can improve State Civil Apparatus performance through increased discipline. The three main factors that need attention because they determine the level of State Civil Apparatus discipline are organizational culture, leadership and compensation. Improvement of organizational culture, leadership and compensation system will greatly assist the Rokan Hilir Regency Government in improving work discipline which in turn has an impact on improving the performance of State Civil Apparatus in Development Planning Agency at Sub-National Level. The findings of this study indicate that disciplinary punishment does not affect employee discipline. Therefore, it is necessary to conduct further research to reveal why the disciplinary punishment applied does not affect the employee discipline.

Conclusion

Based on the research that has been carried out, it can be concluded that the Development Planning Agency District of Rokan Hilir Regency is an OPD that has a big responsibility in realizing development in Rokan Hilir Regency. Rokan Hilir, without the Development

Planning Agency District of Rokan Hilir district, it will experience difficulties in planning development. Development in Rokan Hilir also cannot run without the support of apparatus who have good discipline and performance. Apparatus with high discipline will greatly determine their performance and ultimately determine the ability of Rokan Hilir Regency in an effort to realize its vision and mission.

Empirical findings from this study prove that leadership, compensation, and organizational culture factors affect work discipline and ultimately have an impact on State Civil Apparatus performance in Development Planning Agency District Rokan Hilir Regency. However, the existing empirical findings do not provide evidence of the effect of disciplinary punishment on work discipline. Empirical findings in this study show that the strongest factor that determines the performance of State Civil Apparatus in Development Planning Agency District Rokan Hilir Regency is organizational culture. The next strongest factor is leadership, and the weakest is compensation.

The results of this study explain that the effectiveness of leadership, employee perceptions of the compensation they receive, and organizational culture that is embedded and grows in the organization determines the high and low work discipline and ultimately determines employee performance. The better or the effectiveness of the applied leadership, the better the compensation they receive, and the better and stronger the organizational culture that grows will further increase work discipline and in the end will further improve the performance of State Civil Apparatus.

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