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Implementation of Discipline in Improving the Performance of Employees at the Tourism Office of Buton Regency

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Abstract

This study aims to describe how discipline is implemented at the Tourism Office of Buton Regency and how this implementation supports employee performance. A descriptive qualitative approach was used. Informants were selected through purposive sampling from five sources: the Head of the Office, the Marketing and Promotion Division, the General Section, the Planning and Evaluation of Tourism Reporting Division, and the Head of the Destinations Division. Data were collected through interviews, observation, and documentation, then analyzed through data reduction, data display, and conclusion drawing. The results show that discipline is implemented through a system of rules, recording, and control that covers five indicators: attendance, obedience to work rules, obedience to work standards, high alertness, and ethical work. Attendance is regulated by working hours set in a Regent's Regulation, recorded through an online presence system, checked by the regional civil service agency, and followed up with written warnings. This implementation supports performance in the quantity and quality of work, efficiency, accuracy, initiative, leadership, honesty, and creativity through monthly target monitoring, progress reporting, verification of data, and digital reporting. The main finding is that discipline in this office works as a base that connects clear procedures, monthly target monitoring, supervision, and leadership that delegates work according to staff competence. This explains why discipline here supports work targets more strongly than attendance rules alone, even though theory says discipline alone should not be enough. The interviews do not give measured achievement figures, so the contribution is shown through the work system and not through numerical results. The study concludes that the practice should be maintained and can serve as a reference for other regional offices to strengthen public service.

Keywords

Discipline, Employee Performance, Tourism Office, Qualitative, Buton Regency.

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1. INTRODUCTON

The Tourism Office of Buton Regency is the local government institution that plans, develops, and promotes tourism in a regency rich in natural, cultural, and marine attractions. The office is located in the Takawa Government Office Complex in Pasarwajo and is run by 34 employees. It carries out programs such as destination supervision, improvement of tourism facilities, tourism promotion, and

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guidance for local tourism actors. Its work is organized through several divisions, namely Tourism Marketing and Promotion, Planning and Evaluation of Tourism Reporting, and Destinations, and each division manages its own tasks within the rules that guide its daily work.

Interviews with the office leadership, division heads, and staff show that discipline is implemented through clear rules and routine control. Working hours are regulated by a Regent's Regulation: employees are expected to arrive by 07.30, arrival after 08.00 is recorded as late, and the lost time must be made up to complete 7.5 working hours. Attendance is recorded through an online presence system that is controlled directly by each division, while the regional civil service agency (BKPSDM/BKD) checks the online attendance data about three times a month to identify employees who are late or absent. Lateness is followed up with written warnings. Absence without notice for two consecutive days leads to a summons, although humanitarian reasons are accommodated as long as supporting documents, such as a doctor's letter, are submitted and the absence is officially recorded. Besides these formal controls, employees also describe discipline as a matter of personal responsibility, rooted in the civil servant oath, moral and religious awareness, and the trust (amanah) given to them as state civil apparatus. As a result, they say they keep carrying out their tasks and functions even when their superiors are not present.

This disciplined behavior is supported by work routines that help employees reach their targets. Annual work plans are broken down into monthly targets, progress is monitored regularly, and employees report their progress every month through the Employee Performance Targets (SKP). Achievement of performance indicators is evaluated monthly and compiled in the Local Government Administration Report (LPPD). Work results are checked through verification and validation of the underlying data, and technical obstacles are detected early through periodic review of each work stage. Employees respond quickly to sudden instructions through office coordination groups, and the office also shows initiative. A digital reporting application now allows villages and managers to submit tourist visit data online, and the Promotion Division is required to conduct field activities and upload promotion content at least twice a month even without a special budget allocation. In the field, therefore, the implementation of discipline at the Tourism Office of Buton Regency appears to be well organized and is reported by its employees to support the achievement of their work targets.

In theory, discipline alone should not produce maximal performance. Discipline is the most important function of human resource management and the key to reaching organizational goals (Hasibuan, 2016). It shows that employees follow rules, attend regularly, and meet work standards (Sinambela, 2020). Formal rules on civil servant discipline set the minimum obligations and sanctions that every employee must follow (Pemerintah Republik Indonesia, 2021). Compliance with these rules, however, is only the basic requirement for good work. Performance is the quality and quantity of work

achieved according to assigned responsibilities, and it is shaped by many other factors besides discipline (Mangkunegara, 2017). Individual performance is also shaped by ability, motivation, and the situation in which people work, so obedient employees will not always perform at their best (Robbins & Judge, 2017). Dessler (2017) likewise explains that performance depends on skills, motivation, resources, and clear performance standards, not only on following rules. Aguinis (2019) adds that performance management needs clear goals, feedback, and development to improve results continuously. Armstrong and Taylor (2020) argue that strong performance in organizations comes from the combination of leadership, a supportive work environment, engagement, and fair rewards. Based on these views, a local government office with limited resources and coordination challenges should not be expected to reach maximal performance through discipline alone.

There is a gap between the reality and the ideal. In the field, the Tourism Office of Buton Regency shows that discipline is implemented not only through attendance rules but also through monthly target monitoring, reporting, verification, and quick coordination, and that this implementation supports the achievement of work targets. The theories, however, state that discipline is only one of several factors, and that performance should depend on ability, motivation, resources, leadership, and a supportive work environment. This means the situation at the Tourism Office does not fully match the ideal expectation. Something in the way discipline is implemented seems to make it work stronger than theory predicts, but the way it works is not yet explained.

This gap leads to the research problem. It is not clear how discipline is implemented in this office, in terms of attendance, obedience to rules, obedience to work standards, high alertness, and ethical work, and how this implementation can raise performance in terms of quantity, quality, efficiency, initiative, accuracy, leadership, honesty, and creativity. This leads to two research questions. How is discipline implemented at the Tourism Office of Buton Regency? And how does this implementation improve the performance of its employees?

Earlier studies on discipline and performance already provide a wide base. Studies in government offices show that discipline matters but is often not implemented well. In a village office, some employees still treated rules lightly, such as arriving late and misusing break time (Sunarto, 2024). In a civil service training agency, the implementation of discipline was not yet maximal because supervision of violations was weak (Yuaningsih, 2022). In contrast, a tourism, youth, and sports office in Konawe Kepulauan showed that discipline was implemented well and was reflected in the employees' performance (Ansar, 2022). Other studies explain which factors shape discipline in a government ministry office (Syalsabillah, 2025), and how discipline affects performance in a sub-district office (Musdalifah, 2021). Studies in private companies also examine discipline together with other variables, such as incentives (Ayu, 2018; Cahya, 2023; Sumarsid, 2019) and work stress (Karyono, 2021). Most of

these studies show that discipline supports performance, but they study it in village offices, training agencies, ministries, or companies, and often as one variable among several.

These studies leave a gap that this research can fill. Most earlier studies either describe weak or partly weak discipline (Sunarto, 2024; Yuaningsih, 2022), or measure the influence of discipline together with incentives and stress in private companies (Ayu, 2018; Cahya, 2023; Karyono, 2021; Sumarsid, 2019). Only a few study a government tourism office that is considered successful, and none have been conducted at the Tourism Office of Buton Regency (Ansar, 2022; Musdalifah, 2021; Syalsabillah, 2025). In addition, they rarely connect the specific indicators of discipline with the specific indicators of performance in one explanation. This research therefore is not a repetition. It studies a case at a tourism office in a different region, where discipline is supported by an online attendance system, regular control by the regional civil service agency, monthly reporting, and verification, and it explains how each part of discipline contributes to each part of performance.

The novelty of this research lies in its object, its focus, and its approach. First, it studies the Tourism Office of Buton Regency, a regional tourism institution that has not been studied in earlier research on discipline and performance. Second, instead of explaining discipline as a general variable or one of several variables, it explains how the implementation of discipline works in practice. It does so by connecting the five discipline indicators (attendance, obedience to work rules, obedience to work standards, high alertness, and ethical work) with the nine performance indicators (Sinambela, 2020; Sumarsid, 2019). Third, it looks at a case that is reported to be running well, while many earlier studies mostly describe weak discipline. A qualitative approach with interviews, observation, and documentation is used to capture this process in depth (Kriyantono, 2020; Sugiyono, 2017). Informants are chosen purposively from key officials and staff (Suriani, 2023), and the data are analyzed through reduction, display, and conclusion drawing (Creswell & Poth, 2018; Miles et al., 2014). The result is a practical explanation of how discipline works, which supports SDG 16 on effective, accountable, and transparent institutions, and SDG 8 on decent work and economic growth through sustainable tourism (United Nations, 2015).

This research is urgent because a disciplined and well-performing tourism office is the base for developing tourism in Buton Regency. The office is responsible for programs that bring visitors, support local businesses, and protect natural and cultural attractions. When these programs run well, local economic growth and community welfare can improve. The success of this office, however, cannot be assumed to be permanent or to be understood by other offices, because it is not yet explained how discipline creates such strong performance. Without this explanation, the practice is hard to maintain and impossible to copy in other regional offices, which risks missing the chance to learn from a good example. This research is therefore needed to document and explain the practice so it can be used to

strengthen public service quality and staff accountability. In this way, it supports SDG 16 on strong institutions, SDG 8 on sustainable tourism that creates jobs and local products, and SDG 17 on partnerships, since the lessons can be shared with other local governments (United Nations, 2015).

This research focuses on two central problems that are logically connected. The first is how discipline is implemented at the Tourism Office of Buton Regency, in terms of attendance, obedience to work rules, obedience to work standards, high alertness, and ethical work. The second is how this implementation improves employee performance in terms of quantity and quality of work, efficiency, discipline, initiative, accuracy, leadership, honesty, and creativity.

2. METHOD

This study uses a descriptive qualitative approach to explain how discipline is implemented and how it improves employee performance at the Tourism Office of Buton Regency, located in the Takawa Government Office Complex, Pasarwajo (Sugiyono, 2017; Creswell & Poth, 2018). The informants come from five sources chosen through purposive sampling because their positions are directly relevant to the research focus: the Head of the Office, the Marketing and Promotion Division, the General Section (office staff), the Planning and Evaluation of Tourism Reporting Division, and the Head of the Destinations Division (Suriani, 2023). Primary data come from direct interviews, using the same set of structured questions for every informant and answered in open-ended form, and from observation of attendance, work procedures, and task completion. Secondary data come from documentation such as attendance records, reports, and organizational profiles (Kriyantono, 2020; Sugiyono, 2017).

The interviews and observations are guided by the five discipline indicators (attendance, obedience to work rules, obedience to work standards, high alertness, and ethical work) and the nine performance indicators (quantity, quality, efficiency, discipline, initiative, accuracy, leadership, honesty, and creativity) (Sinambela, 2020; Sumarsid, 2019). The interview questions cover themes such as compliance and attendance, work quality without close supervision, response to sudden instructions, workload and monthly targets, evaluation and improvement, progress reporting, teamwork, and innovation. The data are analyzed in three steps: data reduction, data display in narrative form, and conclusion drawing and verification (Miles et al., 2014; Sugiyono, 2017).

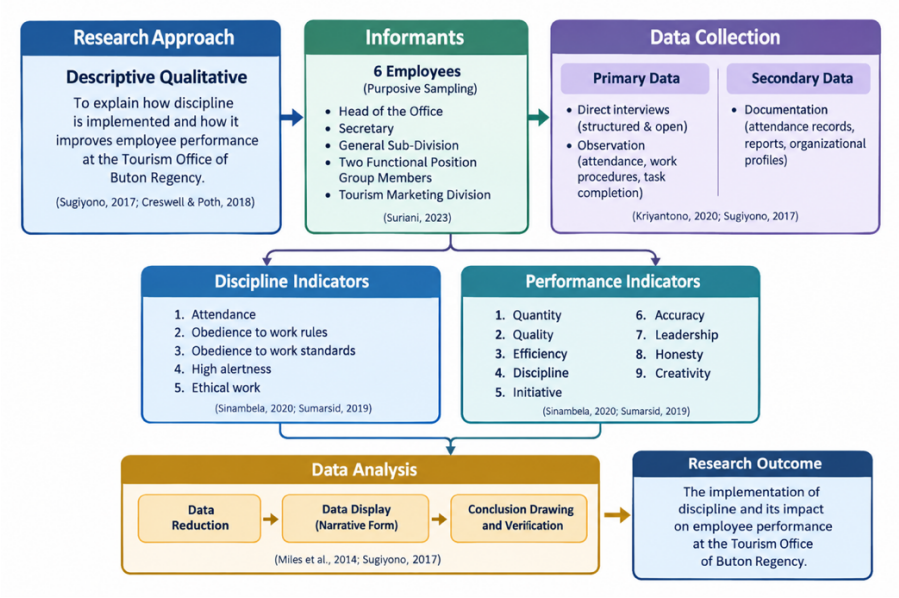


Figure 1. *Research Methodology Framework*

3. FINDINGS AND DISCUSSION

3.1. The Implementation of Discipline at the Tourism Office of Buton Regency

Discipline at the Tourism Office of Buton Regency is implemented first through attendance, which is the most visible indicator. Interviews show that working hours are regulated by a Regent's Regulation: employees are expected to arrive by 07.30, arrival after 08.00 is recorded as late, and the missing time must be made up to complete 7.5 working hours. Attendance is recorded through an online presence system that is controlled directly by each division. The regional civil service agency (BKPSDM/BKD) checks the online attendance data about three times a month to separate employees who are late or absent, and lateness is followed up with a written warning. Absence without notice for two consecutive days leads to a summons, but humanitarian reasons are still accommodated as long as an official report and supporting documents, such as a doctor's letter, are provided. Break time is also treated as part of working time management, and one employee said that work is continued even during break when a special matter must be finished. This is a strong base, because attendance is the most basic measure of discipline, and employees with low discipline are usually the ones who often come late (Sinambela, 2020). The data also show that lateness and absence do occur, so the strength of this indicator lies in the system that records, controls, and sanctions them, not in the absence of violations.

The second indicator is obedience to work rules. Informants describe compliance as both a formal duty and a personal one. The Head of the Office explained that obedience to rules is ensured through transparent and measurable attendance, while a division staff member said it rests on the civil servant oath and on moral and religious awareness to fulfil duties such as being present at the office. Compliance with procedures is also kept through periodic review at every work stage before the

deadline, so that technical obstacles are detected early and deviation from the SOP is avoided. When obstacles appear, alternative solutions are sought without removing administrative obligations, for example using a drone when a mountain route is blocked or providing a replacement laptop when facilities are broken. Even the use of office property, such as borrowing chairs, must go through the property treasurer and a handover record, so someone is responsible if damage occurs. The rules also follow the civil servant discipline regulation that sets the duties and sanctions of every employee (Pemerintah Republik Indonesia, 2021). This shows that the rules are supported by supervision and administrative control and not only written down. It also agrees with the view that discipline is the ability to control oneself and follow the norms of the organization (Ansar, 2022).

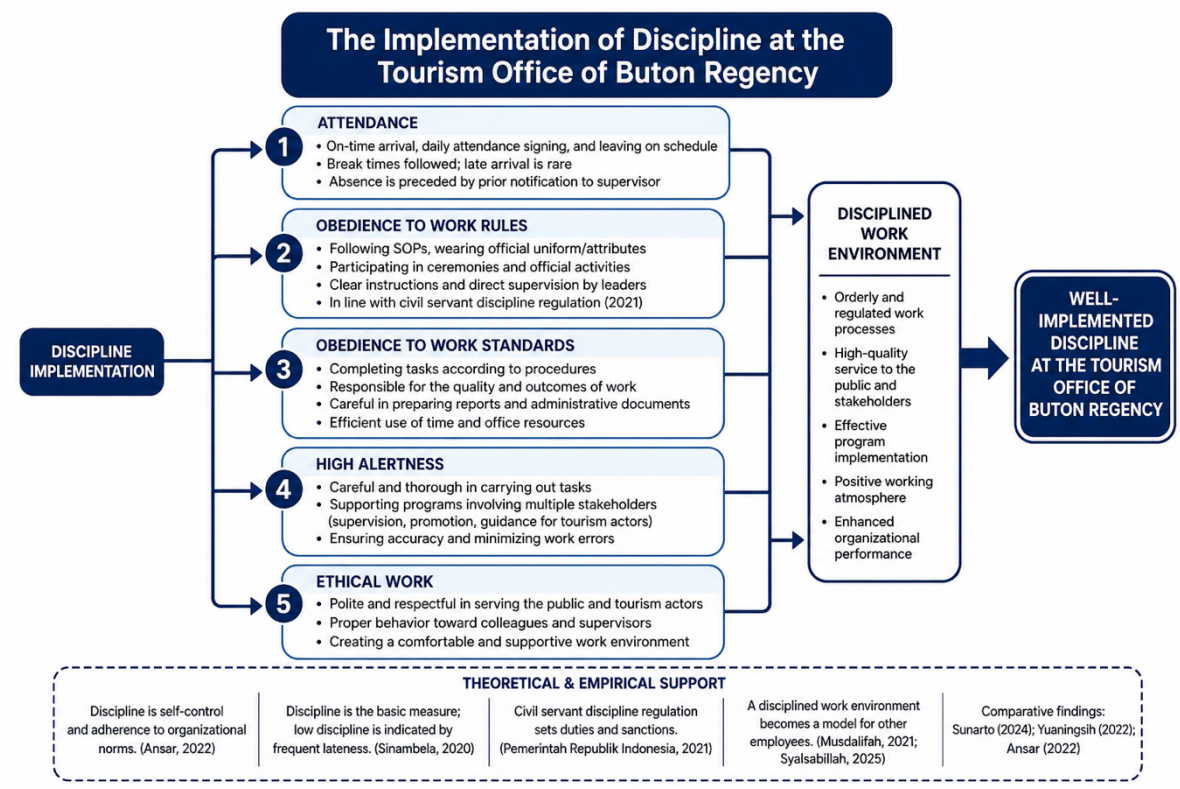


Figure 2. The Implementation of Discipline at the Tourism Office of Buton Regency

The third and fourth indicators are obedience to work standards and high alertness. Informants say that work is checked before it is submitted. The checking is done through verification and validation of the data behind a report, not only by signing the paper, for example by confirming the reasons for absence and requiring supporting documents before approval. Employees also re-check their finished work and report the results to their superior. The Head of the Destination Division said that results are sent before the deadline so they can be corrected directly by the leader, and that each staff member keeps a data backup and sends data to the coordination group so it can be accessed even outside the office or on holidays. Alertness is also shown in the response to sudden instructions. Employees state

that they are always ready to take additional tasks, since this is part of the civil servant's duties. They respond quickly in the coordination group, accept the instruction first and do not reject it, and ask for direction to avoid confusion. One informant admitted that sudden instructions can cause stress when other activities are running. In the Tourism Office, this carefulness matters because its programs involve many parties, such as destination supervision, promotion, and guidance for tourism actors. These findings show that discipline here goes beyond being present at work. It also covers the quality of how work is done, which fits the idea that a disciplined employee finishes tasks according to procedures and is responsible for the result (Sinambela, 2020).

The fifth indicator is ethical work, which in the data appears as integrity, responsibility, and honesty in work. Informants said they keep the trust (amanah) given to them as state civil apparatus and continue their tasks and functions even when their superior is not present. One informant described instilling responsibility, integrity, and discipline in oneself, while the Head of the Office said that transparency of work and financial reports is guaranteed through planning, implementation, and double verification. Ethical behavior is also seen in teamwork. Division members remind each other when a colleague is careless, and corrections from superiors are accepted professionally even when they cause personal annoyance. The Head of the Office also separates personal problems from work obligations while still offering practical options for completing tasks. The finding is different from the village office, where some employees still treated rules lightly and misused break time (Sunarto, 2024), and from the civil service training agency, where supervision of violations was weak (Yuaningsih, 2022). It is closer to the tourism, youth, and sports office in Konawe Kepulauan, where discipline was implemented well (Ansar, 2022). One reason is that the leader sets an example through measurable attendance and that supervision runs through each division, BKPSDM/BKD, and the Secretary, who monitors task implementation. This agrees with the idea that a disciplined work environment becomes the model that other employees follow (Musdalifah, 2021; Syalsabillah, 2025).

3.2. The Contribution of Discipline Implementation to Employee Performance

The first effect of discipline is on the quantity and quality of work. Because attendance is controlled and procedures are followed, employees can work within a clear system of targets. The annual work plan is divided into monthly targets in a meeting at the beginning of the year, progress is monitored almost every week, and routine meetings are held to evaluate targets. Achievement of performance indicators is evaluated monthly and compiled in the Local Government Administration Report (LPPD). Quality is protected through mature planning, internal division meetings to discuss obstacles, and early submission of work for correction by the leader. Performance is the result of work, in quality and quantity, that an employee achieves according to the responsibilities given (Mangkunegara, 2017). In this office, the orderly work habits created by discipline support both aspects. This also agrees with the

finding that work discipline supports better employee performance in a government office (Musdalifah, 2021). The interviews describe these mechanisms but do not give measured achievement figures, so the contribution is shown through the work system and not through numerical results.

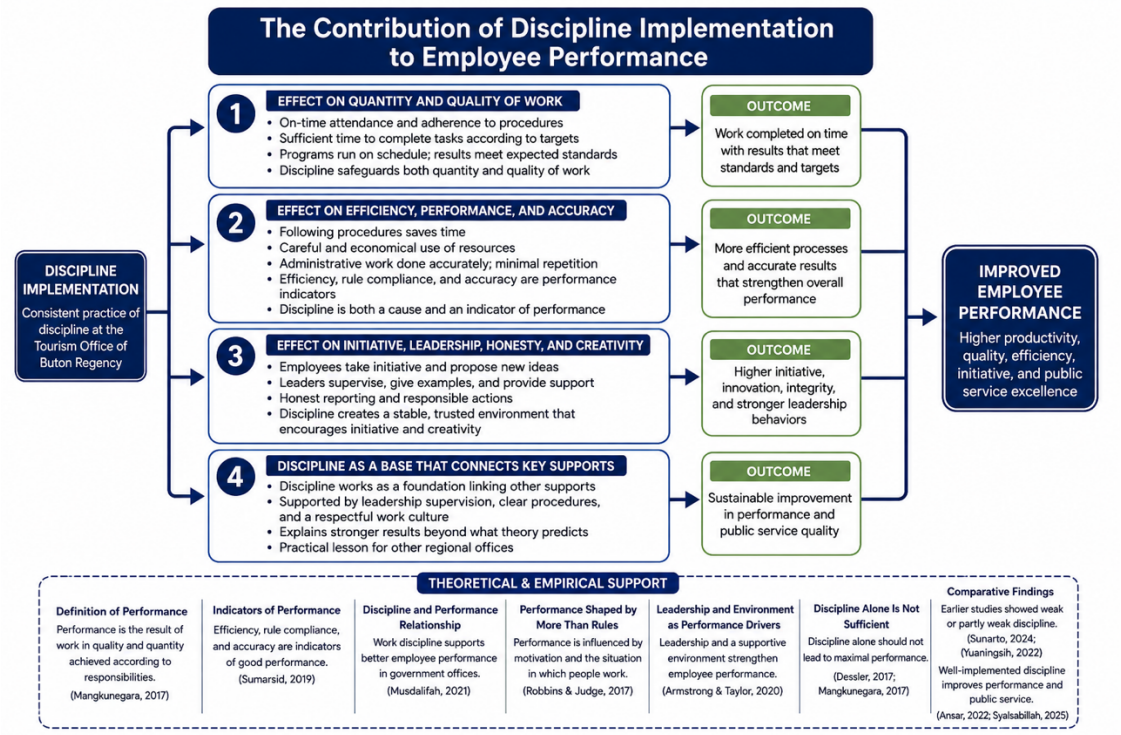


Figure 3. *The Contribution of Discipline Implementation to Employee Performance*

The second effect is on efficiency, discipline as part of performance, and accuracy. Informants said they use time efficiently and adjust field strategies so targets are still reached, for example using a vehicle or gathering destination managers in one place during rain. Administrative work is made more accurate through verification and validation, double verification of reports, and re-checking of finished work, which reduces the chance of errors going unnoticed. When results do not meet the target, employees review the original plan, look for the root of the problem in the report, prepare a revision, and discuss it with the leader before reporting again. Efficiency, obedience to rules, and accuracy are themselves indicators of good performance (Sumarsid, 2019). This means discipline acts in two ways here. It is the cause that improves other parts of performance, and it is also one of the indicators of performance itself. This explains why the performance mechanisms of the office look strong when discipline is strong.

The third effect is on initiative, leadership, honesty, and creativity. The office has changed manual reporting of tourist visits from villages and managers into an IT-based application, so they only need to input data online without coming to the office. The Promotion Division is also required to carry out field activities and upload content on culinary, destinations, and culture at least twice a month, even

without a special budget. Leadership appears in the way the Head of the Office sets targets at the office level, leaves the technical division of work to division heads according to staff skills, and assigns the Secretary to monitor implementation, while division heads share roles with staff and ask about progress regularly. Honesty and openness appear in monthly progress reporting through the Employee Performance Targets (SKP), which is monitored by the national civil service agency (BKN), and in routine monthly or twice-monthly reports to the leader. These behaviors are not directly produced by rules. They appear because discipline is combined with a clear work system, supervision, and open communication, and communication of work obstacles is done in stages from section to division to the Head of the Office. This matches the view that performance is shaped not only by following rules but also by motivation and the situation in which people work (Robbins & Judge, 2017), and that leadership and a supportive environment strengthen performance (Armstrong & Taylor, 2020).

The last point of the discussion answers the gap that started this study. Theory says discipline alone should not lead to maximal performance (Dessler, 2017; Mangkunegara, 2017). The findings show that discipline in this office works as the base that connects several other supports: monthly target monitoring, progress reporting, verification of data, supervision by division heads and the civil service agency, and leadership that delegates work according to staff competence. In other words, discipline here is not only obedience to rules but a way of organizing work, and that is why it can support work targets more strongly than discipline in the form of attendance alone. This explains the situation at the Tourism Office, where earlier studies mostly described weak or partly weak discipline (Sunarto, 2024; Yuaningsih, 2022). It also gives a practical lesson for other regional offices. A strong practice of discipline, supported by leadership and a good environment, can raise performance and strengthen public service (Ansar, 2022; Syalsabillah, 2025).

4. CONCLUSIONS

The implementation of discipline at the Tourism Office of Buton Regency is carried out through a system of rules, recording, and control that covers all five indicators. Attendance is regulated by working hours set in a Regent's Regulation and recorded through an online presence system, which is checked by the regional civil service agency and followed up with written warnings. Employees obey the work rules and standard operating procedures through periodic review of each work stage and administrative control. They keep to work standards through verification and validation of data and early submission of work for correction, and they stay alert by responding quickly to sudden instructions through the coordination group. Ethical work appears in integrity, responsibility, and honesty in reporting. Supervision from the Head of the Office, the division heads, and the Secretary helps make these rules practiced in daily work and not only written. The data also show that lateness

and absence do occur, so the strength of the implementation lies in how they are recorded, controlled, and sanctioned.

This implementation supports employee performance in the quantity and quality of work, efficiency, accuracy, initiative, leadership, honesty, and creativity. Annual work plans are divided into monthly targets, progress is monitored and reported every month through the Employee Performance Targets (SKP), and achievement is evaluated and compiled in the Local Government Administration Report (LPPD). Initiative and creativity appear in the digital reporting application for tourist visits and in the requirement for the Promotion Division to upload promotion content at least twice a month even without a special budget. Discipline works as the base that connects clear procedures, monthly target monitoring, verification of data, and leadership that delegates work according to staff competence, which explains why discipline here supports work targets more strongly than attendance rules alone, even though theory says discipline alone should not be enough. The interviews describe these mechanisms but do not give measured achievement figures, so the contribution is shown through the work system and not through numerical results. The study suggests that the office keep and strengthen this practice and that other regional offices learn from it to improve public service. Future research can examine other factors, such as motivation, leadership style, or work environment, with a wider group of informants and with measured performance data to test the contribution of discipline more directly.

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