

**PERAN BADAN KEPEGAWAIAN DAN PENGEMBANGAN SUMBER
DAYA MANUSIA DALAM MENINGKATKAN KEDISIPLINAN PEGAWAI
NEGERI SIPIL DI KOTA TANJUNGPINANG**

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ABSTRAK

Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) memiliki peran penting dalam meningkatkan kedisiplinan Pegawai Negeri Sipil (PNS) di lingkungan Pemerintah Kota Tanjungpinang. Namun, dalam pelaksanaannya masih terdapat berbagai kendala yang memengaruhi optimalisasi pembinaan disiplin pegawai. Penelitian ini bertujuan untuk mengetahui peran BKPSDM dalam meningkatkan kedisiplinan Pegawai Negeri Sipil di Kota Tanjungpinang serta mengidentifikasi faktor-faktor yang menjadi penghambat dalam pelaksanaannya. Penelitian ini menggunakan metode kualitatif dengan pendekatan deskriptif. Teknik pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa BKPSDM Kota Tanjungpinang telah menjalankan perannya melalui peran aktif, peran partisipatif, dan peran pasif. Peran aktif diwujudkan melalui pembinaan, sosialisasi, pengawasan, dan penegakan disiplin. Peran partisipatif dilakukan melalui koordinasi dan kerja sama dengan Organisasi Perangkat Daerah (OPD) serta Satpol PP dalam pelaksanaan pengawasan disiplin. Sementara itu, peran pasif diwujudkan melalui penyusunan kebijakan, penerapan sistem pengawasan berbasis aplikasi SIAP, serta mekanisme penegakan disiplin sesuai Peraturan Pemerintah Nomor 94 Tahun 2021. Meskipun demikian, pelaksanaan peran tersebut masih menghadapi beberapa faktor penghambat, yaitu kemampuan pegawai yang belum merata, rendahnya kesadaran disiplin sebagian pegawai, keterbatasan sumber daya manusia, koordinasi yang belum optimal, serta keterbatasan sarana pendukung. Oleh karena itu, diperlukan peningkatan kualitas sumber daya manusia, penguatan koordinasi, dan optimalisasi sistem pengawasan agar pembinaan disiplin Pegawai Negeri Sipil dapat berjalan lebih efektif.

Kata Kunci: BKPSDM, Peran, Kedisiplinan, PNS, Faktor Penghambat

**THE ROLE OF THE REGIONAL CIVIL SERVICE AND HUMAN
RESOURCES DEVELOPMENT AGENCY IN IMPROVING THE
DISCIPLINE OF CIVIL SERVANTS IN TANJUNGPINANG CITY**

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ABSTRACT

The Regional Civil Service and Human Resources Development Agency (BKPSDM) plays an important role in improving the discipline of Civil Servants (PNS) within the Tanjungpinang City Government. However, its implementation still encounters various challenges that affect the optimization of civil servant discipline development. This study aims to examine the role of BKPSDM in improving the discipline of Civil Servants in Tanjungpinang City and to identify the factors that hinder its implementation. This research employed a qualitative method with a descriptive approach. Data were collected through interviews, observations, and documentation. The findings indicate that BKPSDM of Tanjungpinang City has carried out its role through active, participatory, and passive roles. The active role is reflected in disciplinary development, socialization programs, supervision, and disciplinary enforcement. The participatory role is implemented through coordination and collaboration with Regional Apparatus Organizations (OPD) and the Civil Service Police Unit (Satpol PP) in disciplinary supervision. Meanwhile, the passive role is demonstrated through policy formulation, the implementation of the SIAP application-based supervision system, and the enforcement of disciplinary procedures in accordance with Government Regulation Number 94 of 2021. Nevertheless, the implementation of these roles continues to face several inhibiting factors, including uneven employee competence, low disciplinary awareness among some employees, limited human resources, suboptimal coordination, and inadequate supporting facilities. Therefore, improving the quality of human resources, strengthening inter-agency coordination, and optimizing the supervision system are necessary to enhance the effectiveness of disciplinary development for Civil Servants.

Keywords: BKPSDM, Role, Discipline, Civil Servants, Inhibiting Factors