Research Paper

Implementation of Discipline Enforcement Digital-Based State Civil Apparatus in the Government of Maros Regency

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Abstract*: This study aims to see and analyze the use of digitalization in bureaucratic organizations in the regions, especially the Maros Regency Government in order to enforce discipline, especially in the era of the covid-19 pandemic. Various forms of digital penetration are increasingly being carried out by bureaucratic organizations after the COVID-19 pandemic that occurred in early 2020, including various digital breakthroughs developed by various government agencies. This research uses a qualitative approach (case study) with the main theoretical perspective of the Digital Weberian Bureaucracy (DWB) which was initiated by Muellerleile& Robertson (2018). The results of the study indicate that the Maros Regency Government has actively implemented the digitization of the bureaucracy by utilizing various forms of applications which in its implementation utilize Android-based smartphones and websites. One of them is a digital-based online attendance recording application with a finger print model that is integrated at the Communications and Informatics Service, which is a form of bureaucratic digitization carried out by the Maros Regency Government which was created specifically for the State Civil Apparatus (ASN) in the face of the Covid-19 pandemic. The digital-based online attendance recording application is a form of bureaucratic digitization that has been carried out by the Maros Regency Government which is actually a form of digital transformation and is able to offer new rationality and efficiency for the Maros Regency Government. In its implementation, digitalization in organizations in the Maros Regency Government creates various forms of social dynamics, including causing various forms of interaction change and still being hybridized and causing technological fragmentation because it has not been integrated between applications. This study suggests that in the development of further applications, the Maros Regency Government can be integrated with each other and carry out various forms of massive education and training for civil servants in the Maros Regency Government, especially for civil servants who still lack digital literacy so that there is no digitalization gap.*
KEYWORDS: *DisciplineEnforcement, Digital WeberianBureaucracy (DWB), Digitization..*

I. Introduction:-

The issue of disciplinary violations involving ASN seems to still often adorn various mass media, both print and electronic. Violations of discipline that are rampantly perpetrated by ASN seem to continue to perpetuate the stereotype of the blurry portrait of the bureaucracy. Various forms of violations and disciplinary problems involving ASN will certainly hamper the function of government services due to ASN personnel who do not carry out their duties optimally.

The COVID-19 pandemic that has hit the world since the beginning of 2020, seems to have brought the world of bureaucracy into the spotlight. The enforcement of ASN discipline requires new breakthroughs, the bureaucracy is required to be adaptive in guarding ASN to remain disciplined and responsible for their profession.

The Ministry of State Apparatus Empowerment and Bureaucracy has issued guidelines for ASN discipline enforcement by issuing a Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2021 concerning Discipline Enforcement of ASN Employees in Government Agencies. SE Number 1 of 2021 emphasized that even though it is currently a pandemic, enforcement of discipline within government institutions is an obligation that must be carried out by the Personnel Guidance Officer (PPK). During this pandemic period, ASN is required to work with a new work system based on the

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principle of prioritizing health and safety, but must still be productive.

In the circular letter, all PPK and authorized officials are required to utilize the i-dis application (integrated discipline) in the process of enforcing discipline. The i-dis (integrated discipline) application is an information system for reporting the disciplinary process that is integrated with the SAPK BKN system and can be accessed at the https://idis.bkn.go.id link.

All PPKs are required to continue to enforce the discipline of civil servants in accordance with Government Regulation (PP) Number 94 of 2021. ASNs are essentially state servants and public servants in their daily practice sometimes lack the awareness that civil servants are public servants who should prioritize services. In this pandemic condition, ASN on the one hand is required to remain productive but on the one hand also faced with the threat of death if exposed to the Covid-19 virus.

Utilization of information technology in the enforcement of ASN discipline seems to be a must. Digital penetration has entered all lines of human life, including in the world of bureaucracy. Therefore, all ASN are required to be technology literate in order to keep up with the demands of the times. The current use of the digital attendance system seems to have become a common thing for all civil servants in Indonesia, a thing that seems impossible if the pandemic does not hit Indonesia.

Seeing that the pandemic condition is not known until when it will end, WFH supporting applications such as online attendance applications are likely to become one of the tools that are increasingly needed, both in the area of government agencies (PNS) and private companies. Especially for a multifunctional application that not only has a function for absenteeism but also various other functions such as to view employee late hours, control overtime hours, request leave, connect with GPS, and others.

The use of information technology in the world of bureaucracy will certainly have its own impact and dynamics in giving a new color to government in Indonesia. This issue is very interesting, therefore it is very crucial to immediately conduct a study with an emphasis on the dynamics that occur in discipline enforcement in the era of the covid-19 pandemic, so the author takes the theme "The Urgency of Enforcement of Digital-Based State Civil Apparatus Discipline in the Maros Regency Government Environment" . Based on the background described in the previous point, several problems related to digital-based discipline enforcement can be identified, namely:
1.	The use of digital applications for ASN in the Maros Regency Government is suspected to have not carried out optimal socialization;
2.	The human resources of the apparatus in Maros Regency are proportionally suspected of not having mastered information technology;
3.	Internet network constraints and technological infrastructure that have not yet reached the entire territory of the Maros Regency government;
4.	Limited budget allocated in accelerating the adoption of information technology in the enforcement of ASN discipline.

II. LiteratureReview:-

The notion of discipline can be connoted as a punishment, although the real meaning is not so. Discipline comes from the Latin "disciplina" which means training or education of decency and spirituality as well as character development. So the nature of discipline is related to the development of a proper attitude towards work (Wursanto, 1989).

In the book Insight on the Work of State Apparatuses it is stated that what is meant by discipline is "a mental attitude that is reflected in the actions, behavior of individuals, groups or communities in the form of compliance or obedience to the regulations set by the Government or ethics, norms and rules that apply in society. (Surachmat, 1993).

Alfred R. Lateiner and I.S. Levine (1980) has defined, among other things, discipline is a force that is always developing in the body of workers that enables them to comply with the decisions and rules that have been set.

Based on Article 6 of Law Number 5 of 2014 concerning State Civil Apparatus, the types of State Civil Servants are divided into two, namely:

First, PNS Civil Servants as referred to in Article 6 letter a are ASN Employees who are appointed as permanent employees by the Civil Service Supervisory Officer and have a national employee identification number.

Second, Government Employees with a PPPK Work Agreement as referred to in Article 6 letter b are ASN Employees who are appointed as employees with a work agreement by the Personnel Development Officer in accordance with the needs of Government Agencies and the provisions of this Law.

Based on Government Regulation no. 53 of 2010 Article 3 obligations of Civil Servants, every Civil Servant is obliged to: Take the oath/pledge of civil servants, Take the oath/promise of office, be loyal and fully obedient to Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of

Indonesia and the Government , Comply with all provisions of laws and regulations, Carry out official duties entrusted to civil servants with full dedication, awareness, and responsibility, Uphold the honor of the state, government, and the dignity of civil servants, Prioritize the interests of the state over the interests of oneself, a person, and a group, Holding a secret position which by its nature or according to orders must be kept confidential Work honestly, orderly, carefully and enthusiastically for the interest of the state Entering work and complying with the provisions of working hours Achieving the employee's work targets that are set Using and maintaining state property with the best, . Guiding subordinates in carrying out their duties, Providing opportunities for subordinates to develop careers, Obeying official regulations set by authorized officials.

Based on Law no. 5 of 2014, it is stipulated that the obligations of ASN employees are as follows: Loyal and obedient to Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia, and the legitimate government, Maintaining national unity and integrity, Obeying the provisions of laws and regulations , Carry out official duties with full dedication, honesty, awareness, and responsibility, Demonstrate integrity and exemplary in attitude, behavior, speech and action to everyone, both inside and outside the service.

Kinds of Work Discipline, First, Preventive Discipline Preventive discipline is a discipline aimed at encouraging employees to be self-disciplined by obeying and following various standards and regulations that have been set. According to T. Hani Handoko (2011) preventive discipline is an activity carried out to encourage employees to follow various standards and rules so that deviations can be prevented.

Second, Corrective Discipline Corrective discipline is a discipline that is intended to deal with violations of the applicable rules and improve them for the future. This is in line with what was stated by Keith Davis and John W. Newstrom (2010) that corrective discipline is an action taken after a violation of the rules, this action is intended to prevent further violations so that future actions will be in accordance with the standard. In other words, corrective discipline targets are employees who violate the rules and are given sanctions in accordance with the applicable rules. This corrective discipline is carried out to correct violations and prevent other employees from committing similar acts and prevent further violations in the future.

Third, progressive discipline is the provision of heavier penalties for repeated violations. The goal is to give employees the opportunity to take corrective action before more serious punishments. Implementing this progressive discipline will allow management to help employees correct mistakes. As stated by Henry Simamora (1997) that progressive discipline is designed to motivate employees to correct their mistakes voluntarily.

According to (Kadir, 2003; 12) the term information technology (information technology) became popular in the late 70s. Before discussing information technology, first discussed the term information. information is data that has been classified or processed or interpreted for use in the decision-making process.

According to (Sutarbi, 2005; 14) Information is a further process of data that has added value. Information can be grouped into 3 parts, namely: First, strategic information, this information is used to make long-term decisions, including external information, company expansion plans and so on. Second, tactical information, this information is needed to make medium-term decisions. Such as sales trend information that can be used to develop a sales plan. Third, technical information, this information is needed for daily operational purposes. Such as stock inventory information, sales returns and daily cash reports.
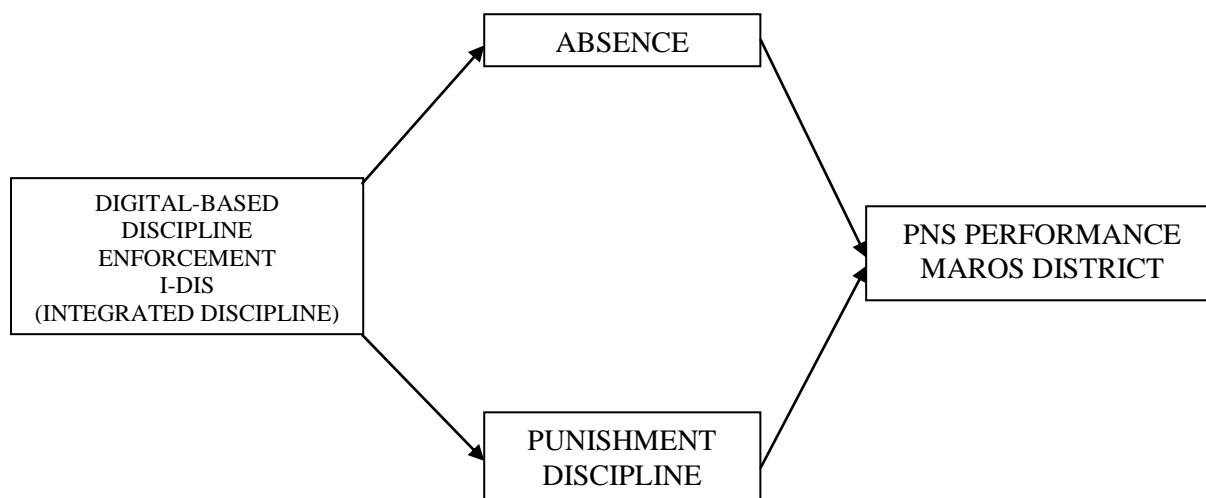
According to Henderson and Venkratman in (Jogiyanto, 2011) the influence of information technology on performance is the Business-Information Technology alignment model. Strategic Information System (SIS) can be defined as an information system or any information system at any level that supports or implements a competitive strategy that provides a competitive advantage for the company through internal efficiency and comparative efficiency so as to help the company provide significant performance gains and improve long-term performance. length.

According to David L. Goetch in (Simarmata, 2006) defining technology can be understood as an effort to get a "product or service" carried out by humans by utilizing equipment (tools), processes and resources (resources). According to McKeown. in (Suyanto, 2005) defines information technology as referring to all forms of technology used to create, store, change, and use information in all its forms. According to Martin, et al in (Suyanto, 2005) defines information technology as a combination of computer technology (hardware and software) to process and store information with communication technology to transmit information.

According to the Oxford Dictionary (Kadir, 2003) defines information technology as the study or use of electronic equipment, especially computers to store, analyze, and distribute any information. Based on several definitions of information technology above, researchers who examine the influence of information technology on performance can use the Business-Information Technology alignment model proposed by Henderson and Venkratman (1989). An important issue related to business-information technology alignment is the organization's definition of the strategic concept of information technology. Many organizations claim to use strategic information technology but in practice information technology still functions operationally, even

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only changing the form of manual activities into digital activities. But these changes were not followed by a broad transformation of the organization's business processes.

The following shows the conceptual framework of the research, which is based on the formulation of the problem, previous research and several related theories;

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│  DIGITAL-BASED        │                      │  PNS PERFORMANCE      │
│  DISCIPLINE           │                      │  MAROS DISTRICT       │
│  ENFORCEMENT          │                      └──────────────────────┘
│  I-DIS                │                         ↗
│  (INTEGRATED          │                      
│  DISCIPLINE)          │                      
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III. ResearchMethods:

This study aims to see and analyze the use of digitalization in bureaucratic organizations in the regions, especially the Maros Regency Government in order to enforce discipline, especially in the era of the covid-19 pandemic. Various forms of digital penetration are increasingly being carried out by bureaucratic organizations after the COVID-19 pandemic that occurred in early 2020, including various digital breakthroughs developed by various government agencies. This research uses a qualitative approach (case study) with the main theoretical perspective of the Digital Weberian Bureaucracy (DWB) which was initiated by Muellerleile& Robertson (2018). This research uses a descriptive method. The data used in this research consists of primary data and secondary data. Primary data is data that researchers directly get from the results of data collection in the field/respondents, while primary data is data that has been previously processed.

The primary data in this study is a questionnaire (questionnaire) and the results of observations and interviews. A questionnaire instrument (questionnaire) that focuses on "the use of digital technology in improving the discipline of ASN. Technical data processing used in this study using descriptive analysis. The method used is focused on their respective contexts. If there is quantitative data, it is only used as a reference in order to obtain a deep and comprehensive understanding of the problem under study.

IV. Results and Discussion :-

Digital-Based ASN Discipline Enforcement Strategy Implemented in Maros District Government Agencies

Speaking of civil servant discipline, our reference is Government Regulation (PP) Number 94 of 2021 and civil servant discipline, so we can interpret it as the ability of civil servants to comply with obligations and avoid the prohibitions specified in the legislation. The purpose of the Government issuing a Regulation on Discipline for Civil Servants is to ensure the order and smooth running of the duties of the PNS itself, so that in carrying out its main duties and functions as a Government apparatus it can run properly which in the end can support development in Indonesia.

The purpose of disciplinary punishment is to correct and educate civil servants who commit disciplinary violations. Therefore, every official who has the authority to punish must first examine carefully the civil servant who commits the violation. In general, it can be stated that the main purpose of employee discipline is for the continuity of the organization or company in accordance with the motives of the organization or company concerned both today and tomorrow.

The use of information technology as a medium for enforcing discipline for Civil Servants (PNS) within the Maros Regency Government (Pemkab) began in 2013 The Maros Regency Government has initiated the use of electronic absenteeism, replacing the conventional attendance recording model.

The use of information technology as a medium for recording attendance received a lot of resistance from civil servants at that time (see Figure 4.2). as many as 32% or as many as 48 respondents stated that they did not agree with digital-based attendance recording. Furthermore, 15% of respondents or 23 people stated that they did not agree with digital-based attendance recording and 34 people or as many as 23% of respondents

firmly stated that they strongly disagreed with digital-based attendance recording. Only a small proportion (17%) of respondents stated that they strongly agree with digital-based attendance recording.
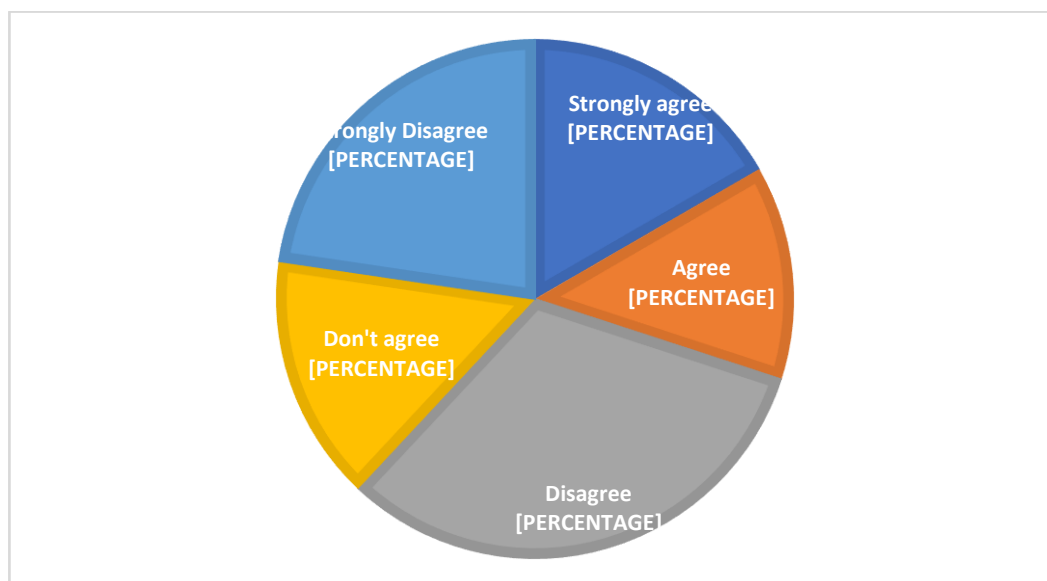

Figure 1. Respondents' answers regarding the digital-based attendance recording model.

The resistance they do is mostly related to the model of drastic change and also the obligation to be absent three times. This is as stated by one of the informants, as follows:

"When I was around 2013, the first electronic absence was done. I personally don't mind because I never leave the office. My job all day is taking care of administration at the office so I rarely leave the office. Maybe the problem is employees who have a lot of work or business outside the office. Surely they will find it difficult because they have to have electronic attendance again during the day." (Interview with BKPSDM Resource Person, 22/11/2021)

In order to anticipate the spread of Covid-19 within the Maros Regency Government, the government began to replace the fingerprint attendance system with a face detection model. Based on information from one of the informants, actually this breakthrough is to anticipate the spread of the covid-19 virus;

"So during this pandemic the fingerprint attendance system was carried out manually because we were worried that the attendance system through a device could spread Covid-19. If you use face detection, the ASN is no longer in contact with the fingerprint machine, so that's the reason we change fingerprint attendance to fingerprint. We also made a breakthrough and also tested attendance via cellphone. We will try this attendance system in three Regional Apparatus Organizations, namely the Office of the Personnel and Human Resources Development Agency (BKPSDM), the Communications and Informatics Service and the Maros Regional Secretariat Office, later we will see which is the easiest to implement. (Interview with BKPSDM Resource Person, 22/10/2021)

The current employee attendance recording system needs to require a system update that adapts to the situation, especially in the current pandemic conditions. With the renewal of the employee attendance recording system, the organization will get the best implications in terms of efficiency and effectiveness. During the Covid-19 pandemic, all organizations are competing to create an attendance recording system that can run using communication and information technology by utilizing smartphones. This was done because at the beginning of the pandemic almost all employees worked with the work from home (WFH) system. Apart from WFH, being absent through digital applications is also expected to speed up the SPBE process in order to improve bureaucratic reform achievements

The online attendance system is considered more efficient in many ways compared to conventional attendance records. The conventional model of recording employee attendance is full of weaknesses, especially for the Maros Regency Government which has many employees in remote areas. Various forms of fraudulent attendance recording modes such as; falsification of signatures/signatures; the signature is not the time that has been set; recapitulation of attendance for each time-consuming period; wasteful of paper and ink; lack of validity of employee attendance data. Various forms of shortcomings from conventional employee attendance recording can be minimized with a digital employee attendance recording model.

A number of organizations, both government and private in the world to Indonesia today, have implemented many policies on remote working and flexible working hours, especially during the pandemic era.

This condition allows employees to have the flexibility to determine the time and location of their work. In its development, of course the organization needs employee attendance management that can support the attendance system from anywhere. If attendance or attendance signs are usually carried out directly at the workplace, of course this kind of attendance process does not apply to organizations that implement flexible working hours.


Figure 2. Researcher Interview with Regional Secretary 29/4/2022 (Private Doc.)

Regarding the use of electronic-based employee attendance records within government agencies, it has actually been launched since mid-2016. The Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia issued Circular Letter Number B/2338/M.PANRB/06/2016 dated 27 June 2016 regarding Optimizing the Use of Electronic-Based Attendance in Government Agencies. Basically, every government agency is required to optimize the use of an electronic-based attendance system to avoid fraud and/or manipulation of data related to employee attendance. At that time, the results of recording employee attendance were expected to be used as a monitoring and evaluation tool as well as one of the benchmarks for the level of discipline of the state civil apparatus.

Since the beginning of the issuance of the circular, it has been emphasized that the attendance recording application is integrated with other application systems that have been developed by each government agency in order to gradually improve the quality of public services and employee performance in accordance with the capabilities of their respective budgets.

Figure 3. The ASN SIM Application page for the Maros Regency Government
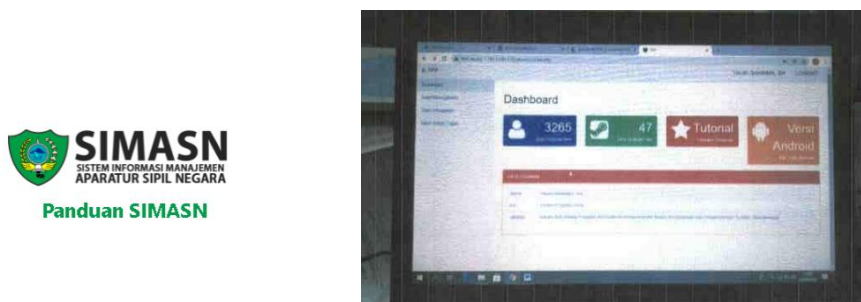
Source: BKPSDM WEB Maros Regency Government, 2021

Developments related to the Circular Letter of the Minister of Administrative Reform and Bureaucratic Reform Number B/2338/M.PANRB/06/2016 dated 27 June 2016 regarding Optimizing the Use of Electronic-Based Attendance in Government Agencies was only implemented in the Maros Regency Government in 2017. At that time The Maros Regency Government through the Regional Personnel Agency (BKD) and the Communications and Information Technology Office developed a face recognition-based employee attendance recording system.

However, this application is only a pilot project, it can only be used by employees of the MarosRegency Government at the Regional Secretariat level and only a few Offices/Agencies, so that ASN working in an office far from the district capital has not been able to enjoy the application (see Figure 4.).
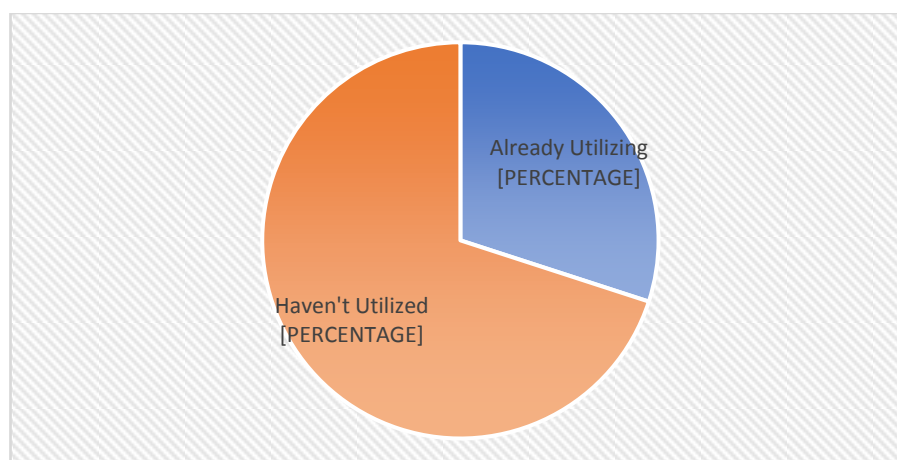

Figure 4. Respondents' answers regarding the benefits of the Attendance Recording Application

Until the COVID-19 pandemic hit Indonesia and the world in early 2020, the Covid-19 task force stated that one of the media for transmitting the virus was attendance machines in the form of fingerprints and face recognition-based employee attendance records. It was then that the employee attendance recording model in the Maros Regency Government began to use an Android-based attendance recording system and even attempted to use face detection. This is in line with the statement of one of the JPT in the BKPSDM and the Ministry of Communication and Information of Maros Regency;

"For cellphones, we make our own applications, but we are still testing, and the system can only be used in the office area using office wifi. We'll see which one is more effective. This is done to avoid the spread of Covid-19 as well as the effectiveness of the presence of ASN. We are currently taking facial scans for ASN. Currently, only three Regional Apparatus Organizations (OPD) within the scope of the Regency Government have taken facial scans. Such as the Office of the Personnel and Human Resources Development Agency, the Ministry of Communication and Information and the Regional Secretariat (Setda) of Maros. We plan to do a massive facial recording for employees in the middle of this year. We are currently testing attendance via cellphone. (JPT interview, 12/11/2021)

The Covid-19 pandemic has forced government agencies to make adjustments to the arrangement of the civil servant work system. To reduce the rate of transmission of the COVID-19 virus in office areas, the government issued a policy for agencies to implement a flexible work system that allows employees to work from home (WFH).

The Maros Regency Government's Online Presence Application is a follow-up to President Joko Widodo's direction at the Bogor palace on Sunday, March 15, 2020 regarding effective and efficient steps in dealing with the spread and impact of covid-19, among others by establishing policies on ASN that can work at home by using online interactions while still prioritizing excellent service to the community. President Joko Widodo's directive was followed up later by the Ministry of Administrative Reform and Bureaucratic Reform through Circular Letter Number 19 of 2020 concerning Adjustment of the Work System of State Civil Apparatus in Efforts to Prevent the Spread of the Covid-19 Virus in Government Agencies.

The Maros Regency Government quickly responded to the policies taken by the Government by issuing a Maros Regent Circular dated 27 May 2020 – Number: 440.4. Private Companies, Services and Trade Sector (Public Area) in supporting operational and business continuity in a Pandemic situation where the substance includes the implementation of health protocols, periodic cleaning of public service facilities that are vulnerable to being a medium for Covid-19 transmission, guidance and supervision to ensure Apparatus/ Employees/Audiences really understand and apply the health protocol for personal protection from Covid-19 transmission.

In the circular, among other things, it explains that Maros Regency Government employees can carry out work from home (WFH) work with an attendance sharing system intended for administrator officials, supervisory officials, general functional position officials and special functional position employees. For High Leadership Officials continue to carry out their duties in the office with the assumption that in order for the government and the wheels of the organization to continue running well.

"The digital absence system. Actually, it has been started since 2016 with the face recognition model, but if we look back at it, the Minister of Administrative Affairs has actually issued a policy for each agency to develop a digital recording system. First, we still use manual recording, but many leave signatures, we don't know where the employees are, therefore we are constantly working on developing handkey recording models. The handkey in the Maros Regency Government existed in early 2013 and then the discourse on using the retina developed, until early 2020 yesterday we were forced to use a digital attendance sheet using our cellphones, each BKD and the Ministry of Communication and Information at that time worked hard to develop a digital attendance recording application This online application is actually very helpful in making it easier for us to recap the presence of friends in the area, at that time it was so difficult to do a data recapitulation they could not attend the Regency which usually they usually do data recon every month this application is actually very good with regards to management This employee management is integrated with the performance payment application (TKD) for payment of meals and also employee career development."

(Interview with BKPSDM Coordinator, 28 October 2021)

Employees who carry out work from home (WFH) are required to report the results of each work through the Maros Regency Government's online presence application. Implementation of work from home (WFH) according to working hours by carrying out work in accordance with the agreed work plan and submitting the results of the work through the online presence application of the Maros Regency Government so that it can be well documented by employees and the personnel bureau. The mechanism is through the distribution of attendance by considering the ratio of 40% of employees at the office and 60% at home, taking into account the type or workload of the employees on the Covid-19 distribution map issued by the central and regional governments where the employee is domiciled, the transportation used, the health condition of the employee and the condition of the employee. employee family health. Although in the end the Maros Regency Government implemented 100% WFH for all Maros Regency Government employees until mid 2021.

Figure 5. Attendance Machine in the Regional Secretariat of the Maros Regency Government. (Private Doc.)

The Maros Regency Government's Online Presence Application is used for recording attendance using a cloud system and is connected to the database in real time. This application can be downloaded directly from the Playstore and then installed like any other application. The application can be opened from the playstore or through the smartphone page of each employee by allowing access to the use of location/GPS, camera, and storage features before entering this online attendance application.

The Maros Regency Government's Online Presence Application has been integrated with the SIM-ASN application. In this online attendance, there are 2 main menus, namely the menu for absent entry and absenteeism. In addition, there is information on the name, NIP and position of ASN according to each user. During the absence, the user will be asked to take a selfie. The system or indicators for outgoing and incoming absences will be filled with photos, time, and real time locations at the time of attendance. Attendance can be done from 06.00-100.00 local time. While home absences can be made starting at 16.31 and will be closed before entering the next date local time. Attendance will be rejected automatically if it does not match the specified time. Absent entry and return can be done a maximum of 2 times. Employee attendance data will be closed at the end of each month.

The main feature in the online-based employee attendance recording application/online presence of the Maros Regency Government is the feature that records clock-in and clock-out. This application can record the

arrival of Maros Regency Government employees at work or when they start work and logout, namely the time to go home or the time when the employee ends work on one day. This application also records how many employees are present in an area, in one day, one week, one month or other units of time required by the user. This application can monitor the time policy that has been set by government agencies, the Maros Regency Government's online presence application is integrated with the ASN-SIM application, related to the management of Maros Regency Government employee leave. In addition to making it easier for Maros Regency Government employees to submit requests for leave, this application also makes it easier for BKPSDM to manage employee leave, especially for employees who are far from the Regency office.

The most important advantage of the Maros Regency Government's online presence application is the ability to generate Maros Regency government employee reports so that BKPSD can determine the number of working hours that correlates with the payment of performance allowances (TKD) for each employee and its relation to the career development of Maros Regency Government employees.

"This is also an evaluation material for TKD because we want to increase it by 20 percent. Now for the assessment it uses attendance. So as an alternative, we will apply face detection attendance and an android application so that there is no touch with the attendance device" (Interview with BKPSDM Sub Coordinator, 11/11/2021).

Dynamics of Digital-Based ASN Discipline Enforcement Implemented in Maros Regency Government Agencies

In terms of Digital-Based ASN Discipline Enforcement, it turns out that the Maros Regency Government has experienced various dynamics. As previously stated, the problem of mastering technology and also understanding related to disciplinary regulations that are still low, it turns out that the Maros Regency Government (BKPSDM) is experiencing many challenges in terms of disciplinary enforcement (not only the problem of employee attendance).

In the process of enforcing discipline, the personnel manager (BKPSDM) is often faced with complicated problems related to the process/mechanism that must be passed in the process of imposing disciplinary penalties. From the summons process, the examination to the imposition of disciplinary penalties, it turns out that the BKPSDM of Maros Regency is faced with various challenges. The kinship factor sometimes becomes a very interesting dynamic in efforts to enforce civil servant discipline in Maros Regency.

In terms of disciplinary enforcement related to attendance, the dynamics may not be too fluid, but the situation will change when the process of imposing disciplinary penalties will be carried out regarding absenteeism sanctions. The civil servants who will be examined will provide various arguments which in principle try to evade the alleged absence. Humane reasons are also often the dynamics that characterize civil servant discipline enforcement in the Maros Regency government.

Constraints to Enforcement of Digital-Based ASN Discipline Implemented in Maros Regency Government Agencies.
1. Internal Constraints

The utilization of various forms of digital applications in the Maros Regency Government in turn is indeed felt to have a very positive impact on the rhythm of the Maros Regency Government. The work in the Maros Regency Government, both related to counseling and coordination work that utilizes applications, is felt to be very efficient and productive. Digitization coupled with a demographic bonus, especially those of the millennial productive age, has made work in the digital era truly in its golden momentum. This condition is in line with the results of Deloitte's research (2019), which states that the millennial generation in the industry 4.0 era will have a very positive impact on the continuity of the organization, provided that this generation is managed with the right approach.

The Maros Regency Government from 2013 to 2020 has initiated a technology-based attendance recording model, an attendance recording model from fingerprint, handkey, to irish retina has been tested. The trend of digitization was really felt and seen when Covid-19 hit the world. Young employees in the Maros Regency Government find it very helpful to have a digital work model. However, this condition has actually reversed with the Maros Regency Government employees who are on average over 50 years old and above, especially for employees at the sub-district and sub-district levels.

For the younger generation of the Maros Regency Government, digitalization is a driving force for their productivity work,The level of labor productivity and government policies in terms of employment itself Bahtiar Herman (2022), but for the generation above the 50s with various limitations and understanding of technology that is not as massive as the millennial generation, various forms of digitizing work are a separate threat to their existence. Based on the results of the recapitulation of respondents' answers, information is obtained that 46% of respondents or 69 people find it difficult to use various applications on their devices or gadgets. Only a small part, namely 12 people or 8% of respondents, felt that they had no difficulty in using

applications on their devices or gadgets.

"We are actually so tired, we use cellphones, actually only for WA. If we are absent, we will be assisted by our children or grandchildren. Because the application is difficult to enter. We often walk first to the front of the sub-district to be able to enter the application. If the employees are young employees, as far as we know, there is a problem. If we do, it's better to just be absent manually." (Interview with Secretariat employees,(02/11/2021)

The millennial generation who are part of the Maros Regency Government feel that working in this digital era is a golden opportunity to improve their knowledge and performance. Digital adaptation in turn is a lifestyle that all employees of the Maros Regency Government must go through. Working remotely in turn also does not rule out the possibility for employees to increase their insight and knowledge capacity. Various forms of online meetings, zoom meetings, talk shows, talk shows, Youtube channels, virtual workshops are events that are held every day by the employees of the Maros Regency Government.

The low level of technology mastery causes civil servants in the Maros Regency Government to experience difficulties in making performance reports through applications. To be able to master and operate the application, elderly civil servants need more intensive training and guidance from the more technology-savvy generation.

This application ultimately requires all civil servants in the Maros Regency Government to have a gadget or device with an Android-based smartphone type. For now this application can only be used and operates on the Android smartphone system. The necessity of having a smartphone is a phenomenon in itself, because not all civil servants in the Maros Regency Government are able to operate smartphones, so there is a time span for some civil servants in the Maros Regency Government Environment who do not fill out the E-Visum application in carrying out their daily activities. . This will certainly have implications for the payment of performance allowances and their career development.

Network constraints turned out to be a special problem in the implementation of the application. Seeing the diverse demographic areas of the origin of civil servants in the Maros Regency Government, it causes them to be often constrained by the internet network. Supporting infrastructure in the regions is sometimes dominant in causing delays in performance reports in the application.

Figure 6. Documentation of the researcher's interview with one of the millennial speakers.

Source: Personal Documents.

These various facilities seem to need to be studied more deeply. For employees within the Maros Regency Government with an age that is close to BUP, digitalization is not an option worth fighting for. Digitalization is ultimately a threat as they wait for the Pension Decree to be issued. This condition has actually been anticipated by policy makers. BKPSDM and the Department of Communication and Information always try to create applications so that they are always user friendly for ASN in the Maros Regency Government. BKPSDM, which is responsible for the existence of ASN in the Maros Regency Government, always tries to adjust the application to make it more accessible and operational. This can be seen from several times BKPSDM has developed a presence application.

Various trainings and socializations were carried out so that the ASN of the Maros Regency Government could

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take advantage of breakthrough digital applications for recording their work while in the field. However, once again, because the level of "technology literacy" of ASN in the regions is still far from expected, this training model is still being developed using a combination of online and offline training model.

External Constraints

The inability of the state to create standard structures and metadata within the government bureaucratic environment, both central and local, or at the level of echelon 2 units, this has implications for different data structures for the same type of data so that it cannot be the basis of one data for various decision-making processes, policies. and inter-ministerial/local government development programs/activities.

The digital fragmentation that occurs both in the Maros Regency Government and many other government agencies is none other than the impact of the "talk" of every bureaucratic organization that tries to make all its business processes into various forms of digital applications. If you want to see the real phenomenon of bureaucracy latahnya in the implementation of digitalization in every aspect of its business processes, these are the results of change projects for leadership training at level IV to level II and even level I leadership training, where the majority of change projects take the theme of digitalization in their organizational units.

This digital fragmentation actually cannot be separated from the practice of hybridization within the bureaucracy (De Waele et al., 2015), where public organizations are faced with New Public Management (NPM) models as a logical choice if the bureaucracy wants to be separated from conventional management models. and far from what Weber aspired to. The spirit of giving the best service to the community, in turn, touches all aspects of governance or management within the bureaucracy. This condition is what (Barzelay, 1992) in what is called the Post-bureaucratic Paradigm or we also know Osborne and Gaebler (1992) with the concept of Reinventing Government (David Osborne &Gaebler, 1996).

Digitization in the bureaucracy, its presence is like a panacea in the midst of a sick bureaucracy with stereotypes that are very far from the ideal concept. Digitization when viewed from the surface is indeed very good, very efficient and very effective, but if we look deeper using a critical perspective then we will be faced with the fact that digitalization in the bureaucracy is still not running optimally. This is due to various dominant factors which are indeed very difficult to be separated from the bureaucratic culture that has been running so far.

The orientation to financial benefits in the development of a digital application is more obvious than the intention to complete a program or policy. Applications built project-oriented in turn will create so many applications that are built and not integrated with each other.

Organizational adaptation to digitalization practices in Indonesia still seems to take time. The learning process for the baby boomers generation and generation X for the ASN of the Maros Regency Government to be able to operate various applications still requires a special strategy. On the one hand, they are still actively registered as civil servants, but on the other hand, the enthusiasm to work in the digital ecosystem needs to be invigorated, considering their short tenure. Arguments "old" and "willing to retire" are reasons that often arise when ""Senior Civil Servants" are invited to understand digital applications. This condition is very contradictory to the enthusiasm of policy makers who are euphoric with digital bureaucracy, because in quantity, civil servants with age approaching BUP are the majority employees in the Maros Regency Government.

New Research Results

This research specifically provides an overview of the novelty related to the work pattern of the new order that occurs in the local realm. The Maros Regency Government certainly does not want to be left behind with other regions in Indonesia. With all the limitations and resources owned, the Maros Regency Government wants to show the stretching of new work patterns that utilize the sophistication of digital technology.

Perubahan Pola Kerja Tatanan Baru

Figure 7. Changes in the Work Pattern of the New Order

Since the Covid-19 hit, it has created a new normal trend for the work of the State Civil Apparatus (ASN), including the ASN of the Maros Regency Government. This includes increasing work data volume and connectivity, as well as increasing demands for analytics, big data processing, and digital work transactions and interactions. people receive digital services and are reluctant to return to manual services. For this reason, the government is required to find new breakthroughs and innovations.

The new work patterns of structural and functional positions as well as the use of technology are the main aspects in the transformation of ASN management. The government is of course obliged to prepare adequate infrastructure, as well as oversee government applications and public digital activities.

Currently the world is faced with volatility, uncertainty, complexity, ambiguity (VUCA), which causes everything to move quickly to respond to changes, including the public sector. The public sector should not be rigid and run like a machine. Although the pressures faced by public sector organizations are not as strong as those in the private sector, competition between countries in attracting foreign investment is intense. Therefore, government organizations that are slow to respond to something are certainly not attractive to investors.

BKN noted that currently 38 percent of the 4.2 million ASN fill the general administration section, which does not have specific competence in the bureaucracy. This becomes a burden for the state budget and slows down the running of public services (dead-weight). Therefore, reform of the state apparatus bureaucracy is needed in the structure of the substance of national development. And now is the golden moment to do it.

The reason is that the governments of Joko Widodo and Ma'ruf Amin are indeed focusing on aspects of human resource development (HR). Adi added, in the next 5 years, ideally Indonesia's bureaucratic system is implemented based on theoretical studies and discourses that lead to 2 major concepts, namely the ideal model of governance that includes dynamic governance and diversity governance.

V. Conclusion

Based on several theoretical studies as well as the discussion in the previous chapter, here are some conclusions in this KTI;

1. The Covid-19 pandemic that occurred in early 2020 also accelerated digital penetration by the Maros Regency Government. The dynamics of work in the Maros Regency Government today cannot be separated from various forms of utilizing digital platforms, including big data and the internet of things (IoT). The meetings use a virtual meeting (VM) platform, real time visual-based attendance and share location, application-based licensing, electronic-based procurement, and various forms of breakthroughs/new digital-based applications. The Maros Regency Government has initiated the use of digital technology in carrying out its main tasks and functions. The use of digitalization has actually made the work process easier for employees, although it has not been maximized because there are several applications that are also still carried out in a hybrid manner.

2. Analysis with the Digital Weberian Bureaucracy, shows that the digitalization implemented by the Maros Regency Government as a government institution can be assessed positively judging from the aspect of intelligent efficiency that occurs in the dissemination of "real-time" information so as to encourage efficiency, from the aspect of Sizing up Objectivity, the decision-making process Decisions can take place quickly and precisely because they are data and evidence-based, and finally, from the Remotely Rational aspect through the use of digitalization, it causes rapid exchange of information in organizations, thus enabling the exchange of information and knowledge to be faster. However, the development of many applications that are not integrated, proves that the real NPM crisis is still happening here (Dunleavy et al., 2006b). Even though they have

implemented digitalization in their work, their implementation is still hybridized/not yet fully digital (De Waele et al., 2015).

3. In relation to the enforcement of ASN discipline, the Maros Regency Government made a breakthrough by creating digitalization in the form of an attendance recording application (presence). This application is the answer to the existence of civil servants who are in remote areas. This online attendance application in real time can record all activities of civil servants of the Maros Regency Government and is used as the basis for calculating salary and TKD payments as well as their career development. Although at the beginning of the application of this application, there were rejections, but because this application became the basis for calculating performance, the civil servants of the Maros Regency Government were forced to adapt. The solution given by the Maros Regency Government in the end is to try to make it easier and complete the application features so that it can be user friendly by updating the application several times.

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