

REALIZING GOOD GOVERNANCE THROUGH ENFORCEMENT OF CIVIL SERVANTS' DISCIPLINE LAW: AN INDONESIAN CONTEXT

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ABSTRACT

Civil servants in carrying out their duties are guided by various legal rules, including when the person concerned violates the rules that have been outlined. One of the regulations that must be obeyed by civil servants is Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline.

The problems to be solved in this study: 1) What are the processes, stages, and legal remedies for imposing disciplinary penalties for Civil Servants based on Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline?. 2) What are the factors that hinder the enforcement of Civil Servants' discipline laws?.

This study aims to analyze the process, stages, and legal remedies for imposing disciplinary penalties for Civil Servants based on Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline (PNS) and analyze the factors that hinder the enforcement of civil servant discipline laws. Discipline plays an important role in the bureaucratic order to create good governance, but there are still obstacles in enforcing civil servant discipline.

This study uses an empirical juridical research type with the fact approach and the statute approach. This study took the location in one of the state universities in Central Java by using the method of deep interviews and document analysis. The analytical tool used is descriptive qualitative analysis. The survey was conducted on 30 employees. Interviews were conducted with the Deputy Dean/Vice Director who handles the field of personnel and the team for coaching ethics and employee discipline to find out the process of implementing employee discipline as well as the discouraging factors for the process of enforcing employee discipline. The results showed that the stages of imposing disciplinary penalties carried out by the superior were in accordance with Government Regulation no. 94 of 2021 concerning Civil Servants' Discipline, which includes the summoning stage, the examination stage, the imposition of disciplinary penalties and the stage of submitting disciplinary punishment decisions. This study also found several inhibiting factors in enforcing civil servants' discipline in the form of weak human resources, weak supervisory supervisors and lack of socialization of regulations on employee discipline.

Key words: Law Enforcement, Civil Servants' Discipline, Good Governance.

INTRODUCTION

The government as an agency providing public services is obliged to provide public services to the community. Public services that must be provided by the government are divided into three groups, which are administrative services, goods services and services (Hardiyansyah, 2011). To realize those three services required a high solemnity and commitment from employees in carrying out the duties and functions that have been set. In principle, the implementation of public services is carried out legally, objectively, transparently, effectively and efficiently which is oriented to the interests of the citizens and aims to provide services to the public (Drăguț, 2017). In providing services to the public, discipline plays an important role in the government bureaucracy in order to create positive effects that can be felt by the work environment and society. Especially for a leader who wants to be a role model for staff, discipline is a supporting factor that can improve the quality of one's character. Discipline as part of the morality of civil servants must always be maintained and emphasized in government institutions because without the support of good employee discipline, the services provided to the community will be hampered (Simatupang, J. H., Pabalik, D., & Nurchasanah, 2017).

Civil servants as government officials, servants of the state and society, have the duty and obligation to provide services that concern the public interest. In order to play an active role as a clean and authoritative government apparatus, civil servants must demonstrate a disciplined, dedicated and responsible attitude, so that the tasks carried out do not violate the established rules. Civil servants must be good role models for the community. Civil servants are expected to always improve and develop themselves in order to deal with problems that may arise in carrying out their duties (Savenco, 2015). Mistakes that are sometimes carried out by government officials will result in the imposition of disciplinary sanctions against the violators themselves who must be accounted for according to the level of guilt.

Obligations and prohibitions that have been set for civil servants must be obeyed. Civil servants in Malaysia have the obligation to be on time at work, be honest, friendly and wise, have permission when not in or out of the office, do not accept bribes, carry out work quickly and accurately, eat and drink during breaks and use equipment or official vehicles only for official purposes. The Malaysian government has established a complaints and violations commission which is tasked with monitoring and receiving complaints related to violations committed by Civil servants (Yusoff et al., 2019). Rules of behavior for Civil Servants in Romania, disciplinary violations committed by civil servants will result in punishment in the form of a written warning, a reduction in wages of 5-20% for a period of up to 3 months, suspension of wage/salary increases for a period of 1 to 3 years, a reduction in wages rank for a period of up to one year, and dismissal (Savenco, 2015). In line with this, in Russia, superiors are obliged to provide sanctions/punishments for disciplinary violations committed by employees in the form of warnings or dismissals according to the type of violation committed (Kolomoets, 2017).

Ukraine already has a number of regulations covering civil service, services to local government, and prevention of corruption, but these regulations are not equipped with specific regulations governing civil servants. The obligations and

requirements set out in the code of conduct for civil servants have not been made specifically (Vasylovych et al., 2021). On the contrary, Indonesia rules related to the discipline of civil servants have been specifically regulated. Indonesia has Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline which is absolutely necessary to be used as a guide in enforcing the discipline of civil servants. The existence of these regulations can ensure the maintenance of order and the smooth implementation of the duties of civil servants in providing services so as to encourage civil servants to work more productively based on the career system and work performance system. Service from public administration is a key factor to achieve satisfaction in the provision of public services (Drăguț, 2017).

Prosecution of disciplinary punishment is very important in government agencies so that employees comply with civil servant regulations and discipline of civil servants. To provide a boundary in the discussion, the research will focus on the core problems, namely:

1. What are the processes, stages, and legal remedies for imposing disciplinary penalties for Civil Servants based on Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline?
2. What are the factors that hinder the implementation of civil servants' discipline laws?

LITERATURE REVIEW

A. Civil Services' Discipline

Discipline is obedience to applicable rules and has legal force that can lead a person/individual, group to achieve something desired in order to ensure the implementation of tasks that require compliance with all applicable provisions/regulations (Saleh, 2014). Discipline is one of the keys to achieving hopes and achieving goals. The low culture of discipline has actually become general knowledge of all elements of Indonesian society, but this knowledge has not yet become awareness and willingness in real behavior in everyday life.

Civil Servants (PNS) as the main element of human resources of the state apparatus have a role that determines the success of government administration and development (Hutasoit, 2011). The figure of a civil servant who is able to play this role is a civil servant who has competence as indicated by high discipline, good performance and attitude and behavior that is full of loyalty and obedience to the state, has good morals and mentality, is professional, aware of his responsibilities as a public servant and able to become the glue of national unity and integrity.

(Danurwenda et al., 2017) states that the formation of discipline can be done through the development of discipline from within each individual/individual or through strict enforcement of discipline, in which undisciplined employees will be subject to sanctions according to the level of error.

Work discipline is an important capital and must be owned by the state apparatus because it involves the provision of services to the public. However, ironically, the quality of the work ethic and work discipline of the apparatus in general is still relatively low, so that the realization of a clean and authoritative government must begin with the enforcement of national discipline within the state apparatus, especially civil servants. There is still a lack of understanding in complying with employee disciplinary regulations so that it can hinder government and national development. Civil servants should be role models for society as a whole so that people can believe in the role of civil servants. Disciplinary punishment can be imposed on ASN because the ASN does not carry out its obligations and/or the ASN performs prohibited acts (Arnawa, K. A. S., & Surata, 2020).

B. Law Enforcement

Theoretically, the main function of law is to regulate relations between humans and between individuals and the state so that everything goes in an orderly manner so that peace due to the establishment of certainty (law) and justice in society, which in fact is the goal of law can be achieved (Dwiyanto, 2003). Based on this, according to Radbruch, the law should fulfill basic values which include justice, adequacy (*zweckmatigheit*) and legal certainty. Based on this perspective, law enforcement should be seen as a social process that involves the environment, in the sense that law enforcement is an activity that attracts the environment into the process, or which must accept restrictions in its work caused by environmental factors. Law enforcement is seen as an activity to make legal wishes come true. That is, as an effort to realize basic values in law such as justice, legal certainty and expediency (Syamsudin, 2011). But the problem is that even though all three are the basic values of the law, between the three there is a *spannungsverhältnis* (a tension with one another).

Talking about the problems of enforcing employee discipline penalties, then in the civil service law there is also tension (*spannungsverhältnis*) between one element and another, which is between elements of certainty, justice and legal benefits, therefore these problems will be seen and analyzed through aspects (1) structure law, (2) legal substance, and (3) legal culture.

C. Good Governance

The concept of good governance is the most important central issue in public administration management today. The application of good governance among universities is very necessary in order to encourage an institution to be more effective and efficient, transparent and obedient to the laws and regulations (Risanty & Kesuma, 2019). The demands from the community for good governance have become a necessity to be fulfilled.

Eight good university governance in Indonesia include transparency, accountability, independence, fairness, responsibility, relevance, effectiveness and efficiency, as well as non-profit (Risanty & Kesuma, 2019). Policy management in the field of law is related to the implementation of good governance. Leaders must be able to apply the principles of good governance in order to create good governance. Decisions taken by a leader in the form of policies (*beschikking*) and general rules (*regeling*) may not go out and deviate from the authority in accordance with the provisions of the legislation. (Vassalo, 2014) states that democratic, transparent, accountable, and correct decisions are the hallmark of good governance.

RESEARCH METHOD

The approach used in this research is the fact approach and the statute approach. The fact approach is carried out by looking at the real situation in the research area. While the statutory approach is an approach taken by reviewing all relevant laws and regulations in accordance with the law that's being handled (Marzuki, 2020).

The data was collected through a survey conducted on 30 employees at one of the universities in Semarang, Indonesia. Interviews were conducted with leaders who handle the field of personnel and the team for coaching ethics and employee discipline to find out the process of enforcing employee discipline and the inhibiting factors for enforcing employee discipline. Descriptive analysis was carried out using a qualitative approach to primary and secondary data. The data obtained in this study both derived from primary and secondary legal materials, compiled systematically, analyzed qualitatively, namely only selecting data that are specific and closely related to the problems discussed while still paying attention to the law as positive norms in the hierarchical state legislation law.

RESULT AND DISCUSSION

In this study, the data used were obtained by in-depth interview techniques with sources or informants. This aims to be able to examine the process, stages, and legal remedies for imposing disciplinary penalties for Civil Servants based on Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline and analyze what factors are obstacles in imposing disciplinary laws for Civil Servants. The author took several people to be resource persons or informants, namely civil servants at Universitas Negeri Semarang.

A. Analysis of Civil Servants' Discipline Sentences Based on Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline

That according to Prof. Satjipto Raharjo the life of every legal regulation is legal certainty. The rule of law uses the principle of legal certainty as the basis for every legal regulation legislation issued by state administrators. Legal certainty provides protection from fraudulent acts that exceed the limit. Normatively, legal certainty theory defines that every legal rule needs to be made and promulgated with certainty because it must regulate logically and clearly (Wardhani, 2017). According to Ali Masyhar, legal certainty formulated in writing is legality (Masyhar, 2017). Government Regulation Number 94 of 2021 was issued to provide a legal basis for enforcing implementation of civil servants duties which includes regulating that at the time of imposition of disciplinary punishments it does not exceed the predetermined limits, there is no abuse of authority by superiors/leaders, as well as orderly documentation of every decision to impose disciplinary penalties (Ramadhani, P. A., & Sitabuana, 2021).

This Government Regulation Number 94 of 2021 was born with the aim of realizing civil servants with moral integrity, professionalism and accountability. Therefore, in addition to providing disciplinary punishment, this regulation also provides guidance both for him as a staff and as a supervisor. An employee (staff) who commits a disciplinary violation must be fostered in advance by his direct superior in stages. Direct superiors who do not care about fostering subordinates can be subject to employee discipline as violated by their employees.

Article 1 number 4 (Government Regulation Number 94 of 2021 concerning Discipline of Civil Servants, 2021) states that discipline is defined as the ability for a civil servant to carry out obligations and not violate the prohibitions that have been determined. Then talk about the obligations of civil servants when viewed from another frame of Article 3 letter e Government Regulation Number 94 of 2021 which states that the obligation of civil servants is to carry out official duties honestly, consciously, and with full responsibility.

The Personnel Development Officer has the authority to impose disciplinary penalties if he finds a civil servant who violates the obligations as regulated. The types of disciplinary penalties that can be imposed are as stipulated in Article 8 of Government Regulation Number 94 of 2021 includes light disciplinary penalties, moderate disciplinary penalties or severe disciplinary penalties. Types of light-level disciplinary punishments consist of verbal warnings, written warnings; or a written statement of dissatisfaction. Meanwhile, the type of moderate disciplinary punishment consists of deducting the performance allowance by 25% for 6 months, 9 months, or 12 months according to the violation committed. Types of severe disciplinary punishment consist of demotion to a lower level for 12 months, release from office for 12 months or honorable dismissal not at your own request as a civil servant.

The type of medium-level disciplinary punishment has similarities with the disciplinary punishment applied in Romania, that's in the form of salary reduction in entitlements. Likewise with light disciplinary penalties and severe disciplinary penalties. It's just that in Romania the disciplinary punishment is not categorized based on its level (mild, moderate and severe), but the classification is based on violations of actions that violate ethics, material sanctions and patrimonial sanctions that affect civil servants' careers. Violations in the form of accepting bribes, abuse of authority, abuse of office, not keeping office secrets are considered as crimes whose punishment is criminal. In contrast to the Indonesian state, acts of abuse of authority, accepting bribes, abuse of office is categorized as severe disciplinary penalties so that civil servants must be processed under the Government Regulation on Civil Servants' Discipline, even in Indonesia the categorization of discipline at light, moderate or severe levels is based on the impact caused by violations. the discipline. Violations that affect the work unit are subject to light disciplinary penalties, those that have an impact on institutions are sentenced to moderate levels of discipline and those that have an impact on the state are sentenced to severe discipline.

The process of examining employees who violate regulations carried out by Indonesia and the PRC has something in common, namely through the investigation process. Investigation steps are carried out in order to minimize the risk (Hwang & Carlson, 2022). Furthermore, Helen Hwang and Eric Carlson stated that the steps taken in the investigation process included: 1) administrative leave; 2) the use of a notary public; 3) data collection; and 4) interviews. This is the same as what was done in Indonesia, that based on Article 26 of Government Regulation 94 of 2021, civil servants who violate the regulations are called for examination, in addition to collecting data and information to dig deeper into the problems that occur. Employees suspected of

having committed moderate or severe violations may be temporarily released from office in order to expedite the examination process as written in Article 31 of Government Regulation 94 of 2021.

It should be underlined that civil servant disciplinary violations are not included in the complaint offense. The use of complaint offense term (*klacht delict*) has the meaning that the process of examination and criminal prosecution can only be carried out after a report has been issued with a request for prosecution of a person or against a particular person (Jamba, 2015). The connection with civil servant disciplinary violations is not an element of complaint offense because if there is an alleged disciplinary violation committed by a civil servant, there is responsibility from the immediate superior. In the event of an act that has the potential to violate discipline, the direct supervisor must act to account for the behavior of his subordinate staff and carry out inspections as stipulated in Government Regulation Number 94 of 2021. If the violation is in the form of absenteeism or other violations mentioned in Government Regulation Number 94 of 2021, the direct supervisor can carry out an examination, however, if the act is not within the authority of the immediate superior to impose disciplinary penalties, it is reported in stages for follow-up. The report is accompanied by an Examination Report (BAP) and an Examination Result Report (LHP) (Ramadhani, P. A., & Sitabuana, 2021).

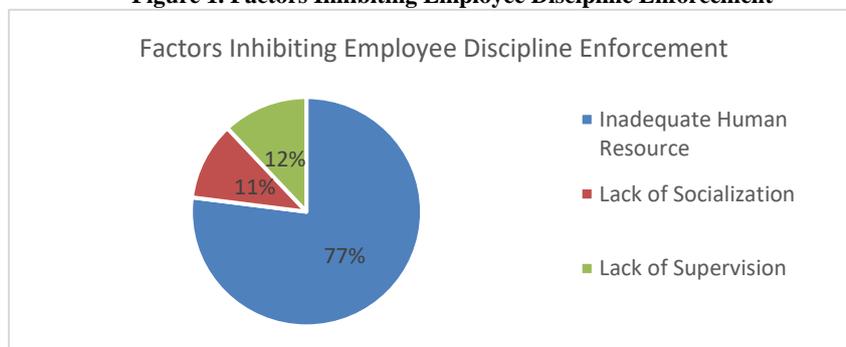
As mentioned above, disciplinary punishment should not be carried out arbitrarily. The existence of Government Regulation Number 94 of 2021 provides protection for every civil servant against arbitrary punishment. That each type of disciplinary violation has a clear and measurable sanction. Before a civil servant is sentenced to disciplinary action, the civil servant must be examined first. The examination is carried out humanely, no coercion/pressure in any form is allowed. For types of serious disciplinary violations, during the examination, civil servants who are suspected of committing serious violations may be temporarily released from their duties until a decision on disciplinary punishment is issued.

Direct superiors who know violations committed by their subordinates but ignore these violations and do not process the punishment, then the leader will face a much heavier penalty. The manifestation of waiver can be in the form of not carrying out summons and examining alleged violations committed by subordinates up to the imposition of disciplinary penalties as specified in Government Regulation Number 94 of 2021.

B. Factors Inhibiting Law Enforcement Discipline for Civil Servants

Enforcing discipline is not an easy matter, it requires enormous effort and commitment, especially discipline enforcement at the organizational level which accommodates more than 1,500 employees. A university that has many employees consisting of various educational, social, cultural and religious backgrounds will certainly raise big challenges in the context of imposing discipline. Increasing discipline in all work units in the higher education environment is absolutely necessary as an effort to improve the quality of educational services provided to the community (students). Based on the results of research conducted on representatives of lecturers and education staff at one of the state universities in Central Java, Indonesia, the following results were obtained.

Figure 1. Factors Inhibiting Employee Discipline Enforcement



Based on Figure 1 above, it can be seen that 77% of employees stated that the inhibiting factor in enforcing employee discipline was due to the weakness of Human Resources. Another factor that hinders the enforcement of employee discipline is due to the lack of supervision from superiors by 12% and the lack of socialization of regulations regarding employee discipline by 11%. Summarized from a questionnaire given randomly to 30 Civil Servants at a state university in Central Java, it was found that several factors hindered the enforcement of disciplinary penalties, including:

1. Inadequate Human Resource

One of the most important assets of an organization is human resources. The implementation of employee performance will experience a significant decrease if they have less qualified human resources. Low employee performance will create gaps in the work environment so that this hampers the enforcement of disciplinary penalties (Dewi, L. G. D. O., Utama, I. M. A., & Suardita, 2018). Based on Figure 1 above, the influence of weak human resources factor gets the highest score of 77% which causes the enforcement of employee discipline to be hampered. Weak human resources are also shown from the indecisiveness of the leadership in enforcing discipline / imposing disciplinary penalties. Kinship and friendship are also one of the triggers for human resources to become weak in enforcing discipline.

2. Lack of Supervisory Supervision

Direct superiors have an obligation to supervise their subordinate staff. Direct superiors must have the ability to make staff under their auspices feel at home, content and satisfied at work (Pramudyo, 2013). However, if the direct supervisor does not have this ability plus not carrying out supervision properly, it can have an impact on the poor performance of subordinates such as truancy/disappearing during working hours, being late for morning parade, and other defiance.

Based on table 1, it can be seen that 12% of respondents stated that the factor of inadequate supervisory supervision was one of the factors that hindered discipline enforcement. There is also an element of reluctance (*ewuh pakewuh*) which causes direct superiors to not be optimal in carrying out supervision. Usually, because subordinates consider their rank/class status and tenure far beyond their direct superiors, their subordinates do not respect them as they should. Based on the results of an interview with the Deputy Dean for General Affairs and Finance as the Personnel Guidance Officer, he stated that leaders often feel reluctant to reprimand employees who commit violations, especially to more senior employees.

That in order to improve supervision of subordinate staff, direct superiors need to establish good communication. According to William Schutz in the theory of Interpersonal Relationship Needs as quoted by Ni'matul Laili, it is explained that there are three basic needs that trigger individuals to enter into a group, those are inclusiveness, control and affection (Laili, 2019). If these three elements can be met, it will facilitate the mapping of effective and efficient communication patterns in an organization so that it will produce a healthy system.

3. Lack of Government Regulation Number 94 of 2021 Socialization

Socialization is one of medium that affect a person's personality. Socialization is commonly referred to the theory of roles (Murtani, 2019). One of the most important aspects of socialization is communication. Communication has a crucial role in human life. The essence of communication is the process of exchanging information that exists between the communicator and the communicant by using the media with the aim that the intended purpose of the communicator can be conveyed so that it affects the behavior of the communicant (Atmadi, G., & Widati, 2015). To optimize the socialization program, a strategy for selecting the right communication media is needed for the target audience.

Based on table 1, it can be seen that 12% of respondents stated that regulations were one of the causes of the less-than-optimal enforcement of employee discipline. The inhibition of the discipline enforcement process caused by a lack of socialization can be overcome if the institution can make a strategy for selecting the right communication media, for example by reporting through the web, banners, *videotron* or other media. The hope is to be able to meet the information needs related to the rights, obligations, and prohibitions of employees. In addition, this socialization activity needs to be carried out consistently in order to foster employee awareness of the importance of behaving in an orderly and disciplined manner in carrying out daily tasks.

The existence of superior responsibility for violations committed by staff is in line with the ten organizational principles written by Lyndall F. Urwick in his book "Notes on The Theory of Organization" where one of the well-known principles is the Principle of Responsibility where a direct supervisor has responsibility for the staff actions who become subordinates in the context of organizational functions and duties (Hammond, 1990). The process of imposing disciplinary penalties must always start from the lowest level. If the authority is at the university level, then it will be passed on to the university level, but if it is a disciplinary punishment whose authority is at the center/ministry, then the faculty submits it to the university to proceed to the ministry level.

C. Enforcement of Discipline Sentences in Realizing Good Governance

Good governance is an absolute demand for the community to create fast, cheap, transparent/open and useful services. Good governance is an absolute demand for the community to create fast, cheap, transparent/open and useful services. The concept of Good Governance itself is governance that is implemented by adhering to the principles of visionary, transparent, responsive, accountable, professional, efficient and effective, decentralized, democratic and oriented to consensus, participatory, rule of law partnership, gap reduction, commitment to the market; and commitment to the environment (Bauw, 2012)

Good governance is closely related to management in the field of law where a public official who will make a decision must be based on the laws and regulations and the authority they have (Vassalo, 2014). Public officials are also required to be able to impose discipline on employees under their supervision because employees as state apparatus have obligations that must be carried out according to applicable norms and avoid prohibitions stipulated under the provisions of laws and regulations.

Civil servants are required to work with discipline. Discipline is a person's mental attitude to comply with and comply with applicable laws and regulations. Discipline is an honor that is closely related to one's credibility and commitment (Saharuddin, 2017). Discipline can be trained by getting used to respecting time (Vassalo, 2014). Employee discipline is one of the most important things in achieving good governance because disciplined employees can speed up their services, therefore the benefits are really felt by the community.

Based on Figure 2 which is the result of research through questionnaires distributed to 30 respondents, a total of 80% of respondents answered that they understood the principles of good governance in Indonesia, including the importance of discipline for civil servants. 90% of respondents stated that work discipline is included in the principles that play a very important role in good governance as shown in Figure 3.

Figure 2. Knowledge of Good Governance

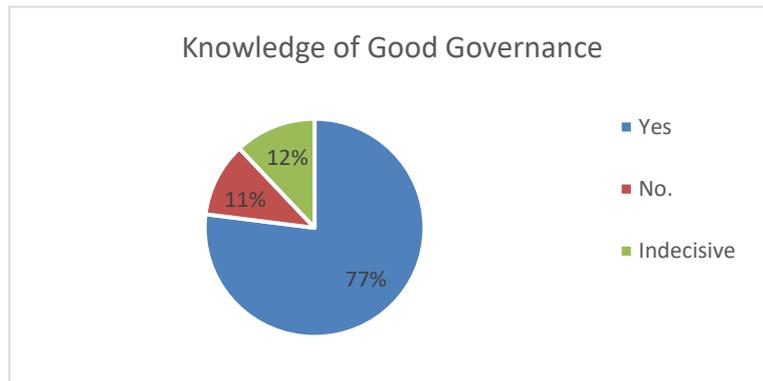
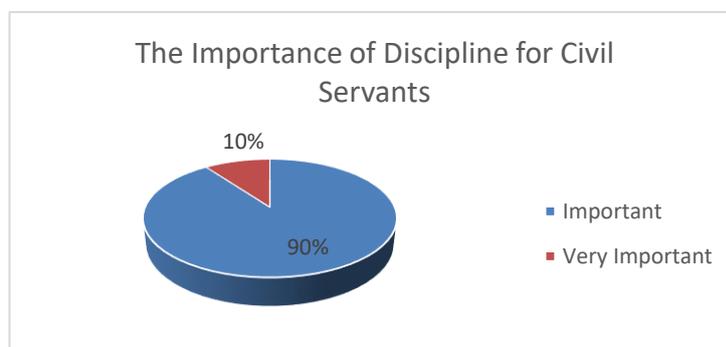


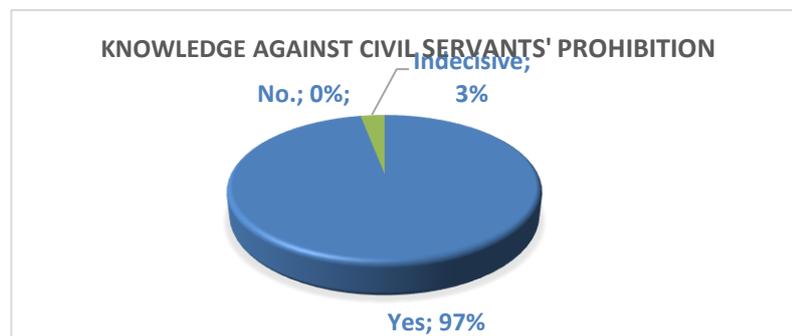
Figure 3. The Importance of Discipline for Civil Servants



Based on interviews conducted with the Deputy Director/Vice Dean for General Affairs and Personnel as the Personnel Guidance Officer, he stated that in the development of employees in general work unit, they have followed the applicable guidelines, provisions and regulations. Leaders are directly involved in fostering discipline to employees. It was further stated that the applicable Government Regulation Number 94 of 2021 can support the awareness of good governance in order to achieve the institution's vision and mission.

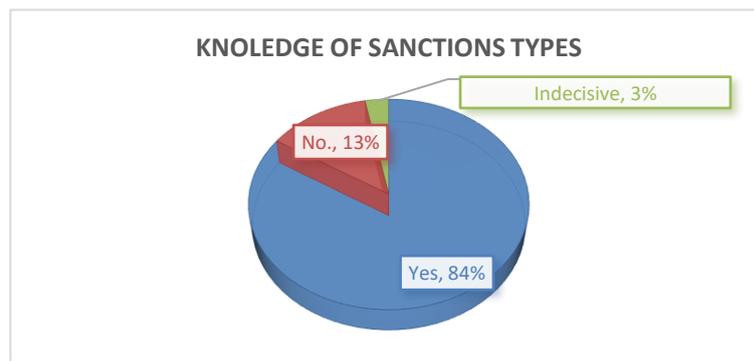
Employee knowledge related to matters prohibited by laws and regulations is one of the basic capitals for an institution to be able to accomplish good governance. Based on Figure 4, it can be said that 97% of respondents have known/understood any actions that are prohibited from being carried out by every civil servant in Universitas Negeri Semarang. Only 3% answered doubtful and one person said they didn't know.

Figure 4. Knowledge Against Prohibition



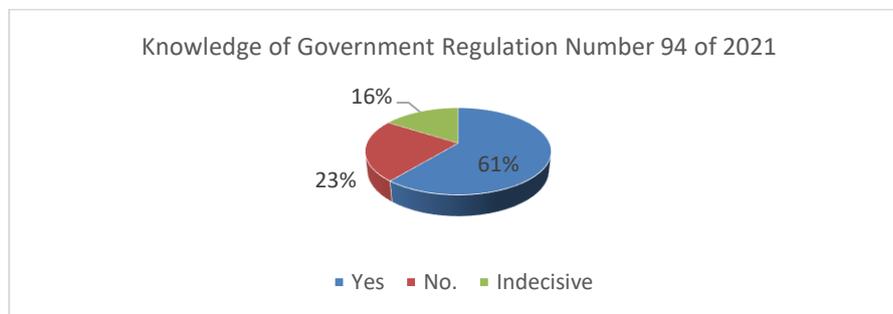
Employees also know the type of sanctions received if they disobeying employee discipline. Based on Figure 5, it can be seen that about 84% of respondents answered that they knew the types of sanctions for violations of employee discipline and knew that PP. 94 of 2021 is a guideline for enforcing discipline for Civil Servants. Thus, employees who already know related to what sanctions will be received if they commit a disobedience, then in carrying out their daily tasks will always adhere to the rules. In addition, employees will also come on time, work according to the targets set and serve the community wholeheartedly. The expectation is that there will be no more complaints from the people being served, thus good governance can be realized.

Figure 5. Knowledge of Sanctions Types



Considering that Government Regulation Number 94 of 2021 is a relatively new regulation and not many people know about it, it is necessary to disseminate information to all employees. Based on Figure 6, it can be seen that only about 61% of employees have knowledge related to these regulations.

Figure 6 Knowledge of Government Regulation Number 94 of 2021



Based on the survey conducted to respondents' results, all of them answered that socialization related to Government Regulation Number 94 of 2021 was very necessary. They want regular socialization to refresh employee knowledge related to employee discipline.

CLOSING

A. CONCLUSION

Some things that can be concluded from this research include:

1. The process, stages, and legal remedies for imposing disciplinary penalties for Civil Servants in Indonesia are appropriate and in line with Government Regulation Number 94 of 2021 concerning Civil Servants' Discipline. The stages of imposing disciplinary punishment carried out by the supervisor, include the summoning stage, the examination stage, the imposition of disciplinary penalties and the stage of submitting the disciplinary punishment decision as outlined by Government Regulation Number 94 of 2021.
2. Inhibiting factors in enforcing Civil Servants' Discipline include inadequate human resources, lack of supervisory supervision and low socialization of employees' discipline regulations. These factors need to be minimized by leaders of state institutions in Indonesia.

B. SUGGESTION

From the findings of the research, the authors recommend the following suggestions:

1. In order to facilitate the enforcement of disciplinary discipline to civil servants, an application containing a format/template according to the laws and regulations is required so that the civil servants/supervisors can easily process the enforcement of disciplinary penalties for civil servants who violate the rules.
2. Leaders of state institutions need to minimize and/or eliminate all inhibiting factors in enforcing civil servant discipline.

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