

Factors Contributing to Disciplinary Violations by Civil Servants at the Education and Culture Office of Medan City

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Abstract

Civil Servants play an important role in the administration of government and the delivery of public services, particularly in the fields of education and culture. However, disciplinary violations by Civil Servants are still found within the Education and Culture Office of Medan City. This study aims to analyze the factors causing disciplinary violations by Civil Servants, viewed from internal factors in the form of Civil Servants' awareness of their obligations, motivation, and individual capabilities, as well as external factors influenced by an orderly, efficient, and comfortable environment. The research method employed is empirical research with a qualitative approach. Data were obtained through interviews, observations, and documentation involving structural officials, Civil Servants, and relevant personnel documents. The results show that disciplinary violations by Civil Servants occur in various forms, ranging from minor to severe violations, with the most dominant being absenteeism and lack of work discipline. Internal factors contributing to these violations include low awareness, motivation, and understanding of regulations, as well as personal problems. Meanwhile, external factors include an uncondusive work environment, weak supervisory control by leaders, and a lack of firmness in the implementation of sanctions. Efforts to improve discipline are carried out through continuous guidance, dissemination of regulations, strengthening supervision, and the enforcement of sanctions in accordance with prevailing laws and regulations in order to realize Civil Servants who are professional and possess integrity.

Keywords: Civil Servants, Discipline, Violations.

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Introduction

Efforts to realize a democratic, clean, and authoritative government position the Civil Service Apparatus (ASN) as a strategic element in the administration of government and the implementation of development in Indonesia. ASN serves as the frontline in carrying out governmental functions within every state institution. ASN also plays a role in implementing government policies, providing services to the public, and facilitating community participation in the development process [1]. The formation of the Civil Service Apparatus (ASN) began on 25 September 1945 with the appointment of Civil Servants by President Soekarno, which was later strengthened by the establishment of the Office of Personnel Affairs in 1948. Subsequently, the management of the state civil service evolved with the establishment of BAKN in 1972, which later transformed into BKN in 1999. Regulations concerning ASN are part of the government's legal policy in determining the direction, objectives, and functions of law in the administration of government.

The Civil Service Apparatus (ASN) is regulated under Law Number 5 of 2014, which states that ASN consists of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), and was updated through Law Number 20 of 2023 to realize professional, adaptive, and performance-oriented ASN management. ASN is tasked with implementing public policies, providing public services, and maintaining the unity and integrity of the Unitary State of the Republic of Indonesia (NKRI). As state apparatus, the Civil Service Apparatus (ASN) has the duty to implement public policies and provide services to the community in a professional, honest, fair, and equitable manner in the administration of government and national development, in accordance with statutory regulations and the principles of good governance [2]. The relationship between ASN and the state is regulated through civil service law, which is part of state administrative law governing the status, rights, and obligations of ASN in carrying out their duties within government institutions. Legislation in Indonesia is formed through legal policy, including regulations governing ASN, which are established by the government to determine the direction, objectives, and functions of law [3].

Indonesia is a state based on the rule of law, in which law is understood as a system of norms arranged hierarchically and in tiers, with the constitution as the highest norm within that order [4]. Article 11 of Law Number 5 of 2014 on the Civil Service Apparatus (ASN) stipulates that ASN is tasked with implementing policies of the Personnel Management Officer (PPK) in accordance with regulations, providing professional public services, and strengthening the unity of the Unitary State of the Republic of Indonesia (NKRI) [5]. The regulation of discipline for the Civil Service Apparatus is governed by Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which emphasizes that violations of disciplinary provisions are subject to disciplinary sanctions. These provisions are further reinforced by Medan Mayor Regulation Number 58 of 2023 concerning the code of ethics and administrative sanctions for ASN of the Medan City Government. The development of ASN at the Education and Culture Office of Medan City is directed toward improving discipline, enforcing the code of ethics, and strengthening the professionalism of teachers and educational personnel through the socialization of regulations and work mechanisms.

The Civil Service Apparatus (ASN) at the Education and Culture Office of Medan City is tasked with carrying out regional government affairs in the fields of education and culture in accordance with the provisions of the applicable laws and regulations. The implementation of these duties is divided into several work divisions with more specific functions, namely: (1) the Division of Early Childhood Education (PAUD) and Non-Formal Education Development, (2) the Division of Elementary School (SD) Development, (3) the Division of Junior High School (SMP) Development, (4) the Division of Educators and Education Personnel (PTK), (5) the General Affairs Division, which plays a role in organizing administrative matters to support the smooth operation of the office, and (6) the Culture Division, which handles matters related to the preservation of regional languages and cultural management. Overall, ASN within the Education and Culture Office of Medan City functions as planners, implementers, and

supervisors to ensure that the administration of education and culture is carried out professionally, effectively, and in accordance with applicable regulations.

If a Civil Service Apparatus (ASN) commits a violation, sanctions will be imposed as a form of accountability in the form of actions, punishments, and other penalties as an effort to enforce discipline and prevent the recurrence of similar violations [6]. Before imposing sanctions on an individual who violates regulations, there must be valid evidence of the violation and it must be based on law, as required under the evidentiary system in Indonesia [7]. Although some ASN at the Education and Culture Office of Medan City have carried out their duties and obligations, disciplinary violations that contravene existing regulations are still found. In this study, the researcher examines the factors causing disciplinary violations by Civil Service Apparatus at the Education and Culture Office of Medan City, both from internal and external factors. In general, internal factors include weak integrity, limited competence, a consumptive lifestyle, the influence of the work environment, and career-related pressures, particularly those related to political neutrality. Meanwhile, external factors include an uncondusive work culture, familial or friendship relationships, a merit system that has not been optimally implemented, lenient sanctions, limited resources, and weak supervision. These factors collectively create opportunities for ASN to commit disciplinary violations. There is a legal relationship between the Civil Service Apparatus and the state in the form of rules contained in civil service law, where civil service law constitutes a part of state administrative law [8].

One case of disciplinary sanction found by the researcher at the Medan City Education and Culture Office concerns the Decree of the Head of the Education and Culture Office of Medan City Number: 800.1.6.2/8449.Sekr/IX/2024 concerning a moderate disciplinary sanction in the form of a deduction of additional income aside from salary [9]. Based on this decree, the ASN concerned was subjected to a moderate disciplinary penalty in the form of a 25% reduction of additional income (excluding salary) for a period of 12 months. The ASN concerned committed acts that were contrary to Medan Mayor Regulation Number 58 of 2023 on the Enforcement of Discipline and the Code of Ethics for Civil Service Apparatus of the Medan City Government, Article 7 paragraph (2) letter e, and also violated the Work Agreement Number: 800/1267/PPPK.277 Article 5 paragraph (2) letter f. Disciplinary violations influenced by both external and internal factors can be categorized as ranging from minor to severe, which may result in dishonorable dismissal of the ASN concerned.

Based on the explanation above, this study examines the factors that cause disciplinary violations by the Civil Service Apparatus at the Education and Culture Office of Medan City. These factors do not only originate from the individual ASN themselves, but may also be caused by environmental factors. This research is expected to serve as an evaluation as well as a reference for the implementation and approach to disciplinary enforcement for the Civil Service Apparatus at the Education and Culture Office of Medan City.

Research Methodology

This study employs an empirical research method with a qualitative approach to examine the factors contributing to disciplinary violations by the Civil Service Apparatus (ASN) at the Education and Culture Office of Medan City. Empirical research was chosen because it focuses on realities occurring in the field and the actual behavior of ASN in carrying out their duties and obligations. Data were obtained through field research using data collection techniques in the form of in-depth interviews, observation, and documentation. Interviews were conducted directly with informants consisting of structural officials, ASN, and other relevant parties who have an understanding of employee disciplinary issues. Observation was carried out to directly examine the work environment, patterns of ASN behavior, and the implementation of disciplinary regulations within the Education and Culture Office of Medan City. In addition, documentation was used to obtain supporting data in the form of laws and regulations, leadership decrees, disciplinary reports, and other personnel documents relevant to the object

of the study. The data obtained were then analyzed qualitatively by reducing the data, presenting the findings, and drawing conclusions based on field observations. Through this method, the study is expected to comprehensively describe the internal and external factors influencing disciplinary violations by ASN, as well as to provide a realistic depiction of the implementation of employee discipline at the Education and Culture Office of Medan City.

Results

Based on the discussion above, it can be concluded that although the Asahan Resort Police has implemented several legal protection measures for victims of sexual harassment, there are a number of obstacles that need to be overcome. Physical and psychological protection for victims, training of law enforcement officials, and the provision of adequate facilities are important steps that need to be improved. In addition, social and cultural factors, such as stigma against victims, must also be considered in efforts to improve the handling of sexual harassment cases.

Disciplinary violations committed by the Civil Service Apparatus (ASN) at the Education and Culture Office of Medan City appear in various forms, ranging from absence from work without valid reasons, acceptance of gratuities, to inappropriate behavior such as immoral acts toward students and illegal levies in schools.

Based on interviews with Agung Riadi, Head of the General Subdivision, most of the violations that occur fall into the categories of minor and moderate disciplinary violations, such as demotion in rank and salary deductions. However, there are also serious violations that may lead to dishonorable dismissal and the termination of salary payments [10]. Furthermore, this was also explained by Anwar Fahmi, who stated that the most common violations at the Education and Culture Office of Medan City are minor disciplinary violations in the form of absenteeism, and moderate disciplinary violations in the form of absence for several days, which result in demotion and suspension of salary [11]. This emphasizes that disciplinary violations by the Civil Service Apparatus require different handling approaches according to the level of seriousness.

Based on the results of an interview with a Civil Service Apparatus (ASN) serving as a teacher at one of the State Elementary School Units (UPT SD Negeri) in Medan City, the forms of violations frequently encountered include disciplinary offenses such as arriving late, leaving early, being absent without permission, leaving the classroom during teaching hours, receiving personal guests during work hours, prioritizing personal interests, falsifying signatures or stamps, and being involved in unclear debt-related matters. Disciplinary violations at the Education and Culture Office of Medan City are caused by both individual and work-environment factors. Individual factors include a lack of work motivation and numerous personal problems that result in a lack of focus while working. An uncomfortable work environment, where differences among teachers create disparities, also contributes to the issue. Additionally, the lack of supervision from leadership, the absence of good role models to encourage subordinate discipline, and insufficient direction from superiors further exacerbate disciplinary problems. The researcher found that the factors causing disciplinary violations by the Civil Service Apparatus (ASN) can be categorized into internal and external factors. Individual factors have a significant influence on ASN discipline. From an internal perspective, self-awareness, motivation, and individual capability are the main determinants in complying with regulations. ASN who have clear goals and high motivation tend to be more compliant with rules, whereas ASN who face personal problems or lack motivation may experience difficulties in maintaining work discipline. Therefore, internal development through increasing awareness and motivation is an important step in preventing disciplinary violations. The work environment also plays a role as an external factor influencing ASN discipline. An orderly, efficient, and comfortable environment can enhance work enthusiasm and foster a sense of responsibility. Conversely, an un conducive work environment, unfair treatment, or differences

in treatment among employees can reduce discipline and lead to violations. Therefore, creating a healthy and supportive work environment is an important strategy for improving ASN compliance with applicable regulations. Elpinasari Rangkuti also stated that the factors contributing to disciplinary violations by ASN within the Education and Culture Office of Medan City include a lack of ASN understanding of the rules regarding obligations and prohibitions as civil servants, as well as personal family financial problems [12].

Leadership supervision is one of the crucial factors in enforcing ASN discipline. Effective supervisory mechanisms, exemplary leadership, and the firm application of sanctions create a deterrent effect and encourage ASN to comply with regulations. Interview results indicate that the absence of direction from leaders and the lack of good role models can reduce ASN's disciplinary motivation. Conversely, the application of disciplinary sanctions in accordance with statutory regulations plays a role in creating a deterrent effect for violators and maintaining order in the work environment. Nevertheless, there are obstacles faced in improving ASN discipline, including the lack of firmness of authorized officials in imposing sanctions on proven disciplinary offenders, the low level of understanding among civil servants regarding discipline, lengthy procedures for imposing administrative sanctions, and a lack of concern from leaders in motivating subordinates, all of which hinder performance improvement [13]. Rohman also stated that the low level of ASN understanding of laws and regulations covering duties and functions, personnel matters, finance, as well as facilities and infrastructure, is a major factor contributing to disciplinary violations [14].

Efforts undertaken to reduce these factors and improve ASN discipline include individual approaches, socialization of guidance programs, discussions, and self-evaluation. The Education and Culture Office of Medan City seeks to create a comfortable work environment, provide opportunities for potential development, and foster disciplinary awareness without coercion. This approach, combined with the appropriate application of legal sanctions, is expected to reduce disciplinary violations and build ASN who are professional, responsible, and possess high integrity in carrying out their duties. In an article by Dwi and Istiana, it is also stated that factors supporting the discipline of the Civil Service Apparatus may include the provision of compensation, exemplary leadership and supervision, the enforcement of disciplinary rules, the courage to impose sanctions, the granting of rewards, and the habituation of practices that support compliance [15].

These factors are interrelated and influence the level of ASN discipline; therefore, a conducive environment, motivational development, and leadership supervision are essential in preventing disciplinary violations. Accordingly, laws and regulations serve as a legal framework and ethical guideline for ASN by outlining obligations, prohibitions, and the consequences of violations. Efforts to improve discipline are carried out through socialization, guidance, self-evaluation, the creation of a comfortable work environment, and the firm application of sanctions to provide a deterrent effect. The combination of guidance, supervision, and clear regulations is expected to foster disciplinary awareness among ASN, prevent the recurrence of violations, and shape ASN who are professional, responsible, and possess high integrity.

Conclusion

Disciplinary violations by the Civil Service Apparatus (ASN) at the Education and Culture Office of Medan City continue to occur in various forms, particularly absenteeism and lack of work discipline. These violations are influenced by internal factors, such as low awareness, motivation, and understanding of regulations, as well as external factors including an unconducive work environment, weak leadership supervision, and a lack of firmness in the enforcement of sanctions. Therefore, the enforcement of ASN discipline requires continuous guidance, effective supervision, and the application of sanctions in accordance with prevailing regulations.

The Education and Culture Office of Medan City is advised to enhance continuous guidance and socialization of ASN disciplinary regulations in order to foster work awareness and compliance. Leaders need to strengthen supervision, provide exemplary conduct, and apply sanctions firmly and fairly. In addition, the creation of a conducive work environment and the provision of motivation are expected to improve ASN discipline and performance.

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