

Implementation of Government Regulation on Civil Servant Discipline at the Regional Secretariat of North Sulawesi Province

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Article Info	ABSTRACT
Keywords: Policy implementation, civil servant discipline, Regional Secretariat	This study discusses the problems in the implementation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline at the Regional Secretariat of North Sulawesi Province. Although this policy aims to strengthen the culture of ASN discipline, in its implementation there are still obstacles that have an impact on its effectiveness. The focus of the research is directed at the Implementation of Government Regulations on Civil Servant Discipline at the Regional Secretariat of North Sulawesi Province. This study uses a qualitative approach with a descriptive method. Data collection techniques are carried out through in-depth interviews, observations, and documentation studies. Data analysis is carried out interactively using the Van Meter and Van Horn policy implementation theory, which includes six main variables: policy standards and targets, resources, characteristics of implementing agents, inter-organizational communication, socio-political environmental conditions, and implementer dispositions. The results of the study indicate that the implementation of the civil servant discipline policy has not been fully optimal. Some of the obstacles found include the lack of employee understanding of the contents of the regulations, limitations in terms of policy socialization, budget limitations, and the suboptimal supporting facilities and infrastructure. In addition, communication between work units is not yet fully consistent, which has an impact on the coordination of policy implementation. The conclusion of this study is that the implementation of Government Regulation Number 94 of 2021 still needs to be strengthened through increasing human resource capacity, ongoing socialization, and consistent supervision. The researcher recommends improvements in aspects of internal communication, budget allocation for disciplinary enforcement activities, and the use of information technology to support effective policy implementation.
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INTRODUCTION

The implementation of the Government Regulation on Civil Servant Discipline (PNS) can be said to have not been optimally carried out because there are still violations and deviations that are still ongoing. This is contrary to the ideals of the Indonesian nation, namely to realize a good governance system. In realizing good governance, professional and accountable Human Resources (HR) are needed, so Civil Servants as elements of resources

that have a role in determining the success of government administration are required to obey and be loyal to Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia and the Government.

Organizing government bureaucracy in Indonesia has raised many problems, such as controlling the behavior of government officials. The behavior of Civil Servants encourages the government to formulate rules of the game (regulations) regarding the working methods and behavior expected of a Civil Servant. Law on the Principles of Civil Servants Number 43 of 1999, then further regulated through Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, provides a clear legal framework for Civil Servants and can be used as a guide to becoming a good and proper state apparatus.

Currently, the classic problem that is still always found is regarding disciplinary violations committed by Civil Servants, such as not coming to work without valid information, either due to personal matters or without a clear reason, some even do not come to work for several days. This attitude automatically reflects that some Civil Servants have not fully carried out their obligations as civil servants. In addition to the problem of absence without a valid reason, there are still some Civil Servants who are late for work or go home earlier than the working hours they should. The Head of the Regional Civil Service Agency of North Sulawesi Province said that they were conducting an examination of Civil Servants who committed violations and also found Civil Servants who had not come to the office for more than 28 days. Guidance is carried out together with regional apparatuses, for minor and moderate violations handled by regional apparatuses, and for serious violations handled by BKD. (Dawangi Handhika, 2023)

To improve the discipline and performance of Civil Servants (PNS), the North Sulawesi Provincial Government has implemented various types of disciplinary sanctions that are adjusted to the level of violation in accordance with Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. Based on this Regulation, PNS who are absent from work without a valid reason are subject to various penalties, ranging from verbal warnings to dismissal.

In addition to these violations, the behavior of Civil Servants that is not in accordance with the rules, such as extramarital affairs or living together which often occurs among Civil Servants, is still an issue that is often encountered. Civil servants who have extramarital affairs are subject to disciplinary sanctions as stated in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. To ensure the enforcement of the rules, improve discipline, and the morality of Employees, as well as strengthen the authority of the North Sulawesi Provincial Government, firm action is needed (Sulut24, 2022).

Violations that occur and result in moderate or severe disciplinary sanctions are generally Most of the disciplinary sanctions imposed on civil servants in the North Sulawesi Provincial Government are dominated by violations of civil servants who do not meet the provisions for coming to work and obeying working hours. Non-compliance with working hour regulations indicates weak employee discipline and a lack of internal supervision and enforcement. In addition, although the number is not as many as violations of working hours, there are also other violations related to aspects of neutrality and morality of Civil

Servants. These violations reflect non-compliance with professional ethics and codes of conduct that should be upheld by every state apparatus. This certainly has an impact on the image and integrity of government agencies as a whole. Therefore, strengthening the development and enforcement of disciplinary rules consistently is very important to do.

Discipline must be applied, because without a disciplined attitude from employees it is difficult to realize a goal of a government agency. Creating a work environment that is free from destructive behavior is a challenge in carrying out government duties with integrity and professionalism. Therefore, concrete actions need to be taken to educate, encourage and ensure that civil servants understand and internalize the principles of discipline contained in the regulations, so that a better work environment can be created and in accordance with the goals of the North Sulawesi Provincial Government.

Implementation of discipline refers to real actions to implement and maintain civil servant discipline in the North Sulawesi Provincial Government. This involves the application of established rules, norms, and guidelines to ensure behavior in accordance with expected standards. The characteristics of the implementing agent who is the center of attention in the implementation of the government regulation require firmness so that it can resolve issues related to civil servant behavior in the work. Civil servants as state apparatus have a position and play a determining role in organizing government and development with full obedience and loyalty in carrying out their duties. Referring to the formulation of the research problem, the purpose of this study is to analyze and describe the Implementation of Government Regulations on Civil Servant Discipline in the Regional Secretariat of North Sulawesi Province.

METHOD

This study uses a descriptive qualitative method with an inductive approach. This method was chosen to obtain an objective picture of the conditions in the field according to the problems studied. (Creswell, 2016:19) explains that qualitative research is a research process that aims to understand phenomena based on social research traditions with typical methods that examine human or societal problems.

Conceptual Framework of Research

Table1. Conceptual Framework of Research

No	Draft	Dimensions	Indicator
1.	Implementation (Van Meter and Van Horn in Subarsono, 2005)	1. Standards and Targets	1. Clarity of standards and objectives 2. Goals and objectives are implemented
		2. Resource	1. Human Resources 2. Facilities and infrastructure
		3. Inter-Organizational Communication	1. Consistency in communication and coordination between employees 2. Employee understanding of policies

No	Draft	Dimensions	Indicator
		4. Characteristics of the implementing agency	1. Bureaucratic structure 2. Norms
		5. Social, political and economic environmental conditions	1. Supportive social and economic resources 2. Support of interest groups
		6. Implementor Disposition	1. Understanding the program 2. Implementor Response and Intensity

(Source: Processed by researchers based on Van Meter and Van Horn in Subarsono, 2005)

Required Data

In this study, primary data were obtained through field observations and interviews with informants. Meanwhile, secondary data were obtained from various official documents such as laws and regulations governing civil servant discipline, personnel reports related to disciplinary violations, internal policies of local governments, and other relevant publications as supporting materials in analyzing the effectiveness of implementing civil servant discipline policies based on established rules.

Informants and How to Determine Them

The informants in this study were individuals who had direct involvement in the implementation of the Government Regulation on Civil Servant Discipline at the Regional Secretariat of North Sulawesi Province. Informants were selected by considering their knowledge, experience, and role in civil servant discipline policies, so that they could provide accurate and relevant data.

Based on the purposive sampling technique, the informants in this study are people who are considered to know about the focus of the problem being studied, so they can provide detailed answers to the researcher. The number of informants in this study was 18 people.

Data collection technique

In line with this opinion, (Sugiyono, 2009:308) said that data collection techniques are the most strategic step in research, because the main purpose of research is to obtain data. Without knowing data collection techniques, researchers will not get the data they need. This research uses data collection techniques in the following ways:

a. Interview

This guideline ensures that the interview remains focused, but still provides space for the informant to explain further according to his/her experience and understanding.

b. Observation

The researcher has prepared observation guidelines before conducting observations, so that the focus of observation is directed at certain aspects, such as the implementation of disciplinary procedures, interactions between personnel officials and employees, and the use of facilities and infrastructure in supporting the implementation of civil servant discipline policies. Observations were conducted in the work environment of the North Sulawesi Provincial Government by systematically recording findings in accordance with the established indicators.

c. Documentation

Documentation techniques are carried out by reviewing various reading materials, scientific papers, office documents, diaries, letters and various regulations related to the Implementation of PP 94 of 2021 concerning Civil Servant Discipline in the North Sulawesi Provincial Government.

Data Collection Instruments

The instrument in this study is the researcher himself as the data collector and implementer of the entire research process. The researcher himself went directly to the field to conduct research by conducting interviews with informants using interview guidelines and collecting related documents to be studied.

Data Analysis Techniques

Miles and Huberman in (Sugiyono, 2009:246) suggests that the activity in the analysis qualitative data is done interactively and continuously until complete, so that the data is saturated. Furthermore, Miles and Huberman stated that the activities in data analysis are data reduction, data display, and conclusion drawing/verification.

1. Data Reduction

The data reduction process is carried out by summarizing the information obtained, selecting the most relevant aspects, and focusing on things that are considered important in the research.

2. Data Presentation (data display)

After the data is reduced, the next step is to present the data in a form that is easier to understand. In qualitative research, data presentation is generally done in the form of systematic text narratives.

3. Verification/Drawing Conclusions (*concluding drawing/verification*)

Drawing conclusions in qualitative research is the result of a deep analysis process of the data that has been collected. This conclusion can be a clearer description of a phenomenon, a causal relationship between variables, or even a new theory formulation that has not been previously identified.

In this study, the researcher uses data analysis techniques based on the opinions of Miles and Huberman, where the researcher will summarize again by focusing on important things to find themes or patterns related to the problem of implementing Government Regulation Number 94 of 2021 concerning Civil Servant Discipline in the North Sulawesi Provincial Government. After the data is summarized, it is presented in the form of a narrative that is described briefly so that it is easy to understand, and the last step is for the researcher to conclude the research results from the research description presented.

RESEARCH RESULTS AND DISCUSSION

Implementation of Government Regulation on Civil Servant Discipline at the Regional Secretariat of North Sulawesi Province

The Government Regulation on Civil Servant (PNS) Discipline regulates the obligations, prohibitions, and sanctions for PNS to create a professional work culture and improve the quality of public services. In the Regional Secretariat of North Sulawesi Province, this policy

is implemented by the Regional Personnel Agency (BKD) by ensuring compliance with disciplinary provisions, such as punctuality of work, integrity, and prohibitions on abuse of authority and involvement in politics.

The implementation of the implementation of the civil servant discipline policy in the Regional Secretariat of North Sulawesi Province is handled by the Civil Service Development and Welfare Division at the Regional Civil Service Agency (BKD). This division has functions in the field of professional facilitation and protection of civil servants, civil servant welfare, civil servant discipline and performance and carrying out other tasks assigned by the leadership.

In an effort to improve discipline and performance in the Regional Secretariat of North Sulawesi Province, the implementation of Government Regulation Number 13 of 2018 concerning Civil Servant Discipline carried out by the Regional Civil Service Agency (BKD) must be supported by various factors. Therefore, in this study, the author refers to the policy implementation theory of Van Meter and Van Horn which states that there are several important aspects that can affect implementation performance, namely: 1. Policy standards and targets, 2. Resources, 3. Inter-organizational communication, 4. Characteristics of Implementing Agents, 5. Social, economic and political conditions, 6. Implementor disposition/Implementer attitude.

Policy Standards and Objectives

The limitations in this socialization indicate a mismatch between the established policy standards and the understanding expected from implementers in the field. The BKD Secretary also emphasized that understanding of this policy is not only rely solely on official documents, but also require the intensity of direct coaching and ongoing communication. For this reason, a more structured and intensive approach is needed so that policy goals and standards can be achieved optimally.

The goals and targets that are relevant to the civil servant discipline policy are as follows: listed in the North Sulawesi Province BKD Work Plan are as follows:

1. Improving the quality and discipline of state civil servants in carrying out their duties and functions, with the following targets:
 - a. Implementation of regular and systematic supervision of civil servant discipline.
 - b. Reducing the number of civil servant disciplinary violations by increasing the effectiveness of coaching and sanctions.
2. Realizing accountable, transparent, and public service-oriented personnel governance, with the following targets: Realizing a mechanism for handling disciplinary violations that is fast, precise, and in accordance with statutory provisions.
3. Forming a work culture that is professional, has integrity, and complies with laws and regulations, with the following targets:
 - a. The socialization of civil servant discipline values to all regional apparatuses evenly.
 - b. Increasing civil servants' understanding of their rights and obligations based on PP Number 94 of 2021.

4. Improving civil servant compliance with disciplinary provisions as part of career development and human resource development of civil servants, with the following targets: Realizing discipline monitoring as a basis for career development and civil servant management.

As part of the effort to achieve these goals and objectives, the Regional Civil Service Agency (BKD) of North Sulawesi Province has designed programs and activities that support the improvement of civil servant discipline. These programs and activities cover various aspects, from planning, budgeting, to evaluating the performance of the apparatus, which aim to create better and more professional civil service governance. With a focus on supervision of discipline, socialization of disciplinary values, and increasing civil servant understanding of their rights and obligations, these programs are expected to encourage the creation of a more disciplined work culture that complies with laws and regulations.

Then in this case, the programs and activities that have been described above reflect the various efforts made by the Regional Government of North Sulawesi Province in supporting the implementation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. Through activities that include planning, budgeting, personnel administration, and performance evaluation and assessment, it is hoped that it can increase the effectiveness of PNS discipline management. The importance of coordination and preparation of appropriate policies, as well as providing intensive training and socialization to employees, will greatly influence the success of implementing this disciplinary rule.

Resource

In implementing a policy, resources play an important role because the success of a policy depends on the quality and availability of resources that support it. According to Van Meter and Van Horn in Subarsono (2005:100), policy implementation requires support from both human resources and non-human resources. Without adequate resource support, the policy implementation process will face various obstacles that can hinder the achievement of policy objectives optimally.

a. Human Resources

For understanding the position and authority of the work unit that handles civil servant discipline, it is important to look at the organizational structure of the Regional Civil Service Agency (BKD) of North Sulawesi Province. BKD consists of several strategic areas and secretariats, including:

- a. Head of Agency
- b. Secretary, in charge of:
 1. Planning and Finance Sub-Section
 2. General Sub Section
 3. Junior Personnel Analyst
- c. The Civil Service Development Division oversees: Junior Personnel Analyst
- d. The Division of Mutation and Employee Status, oversees: Junior Personnel Analyst
- e. The Planning and Empowerment of Apparatus Sector, oversees:
 1. Junior Personnel Analyst
 2. Information Systems and Network Analyst

f. The Civil Service Development and Welfare Division oversees: Junior Personnel Analyst

Based on the research results, it can be concluded that the human resources handling the enforcement of Civil Servant discipline within the North Sulawesi Provincial Government, especially those directly related to the Regional Secretariat, are still relatively limited both in terms of number and workload. Nevertheless, the employees handling the Discipline and Performance of the Civil Servant of the North Sulawesi Provincial BKD continue to strive to carry out their duties optimally in accordance with applicable provisions.

b. Facilities and infrastructure

The availability of facilities and infrastructure that support the implementation of disciplinary tasks in the North Sulawesi Provincial Regional Personnel Agency is reflected in the various facilities used to support personnel administration. These facilities include information technology devices, communication tools, office equipment, and other supporting infrastructure, all of which are in good condition. The existence of these facilities and infrastructure shows that general facility support has been available to support the smooth implementation of tasks, especially in processing personnel data and monitoring disciplinary violations.

Overall, the facilities and infrastructure that support the implementation of disciplinary tasks in the North Sulawesi Provincial BKD environment can be said to be available in sufficient quantities and conditions. However, the effectiveness of the implementation of disciplinary policies has not been fully optimized because there are still obstacles in technical aspects, especially related to the reliability of the electronic attendance system and network stability. Therefore, efforts are needed to improve the quality of information technology infrastructure to ensure that the process of monitoring performance and enforcing employee discipline can run more accurately, efficiently, and consistently.

Inter-Organizational Communication

Based on the results of the study, the socialization carried out by BKD in supporting the implementation of Government Regulations on Civil Servant Discipline. Although various methods have been used, the implementation is still not evenly distributed and routine, so that the effectiveness of policy communication is not yet fully optimal. This is an important note for future improvements, so that employee understanding of disciplinary rules can be more comprehensive and prevent violations.

a. Consistency in Communication and Coordination between Employees

Based on the results of the study, there are gaps in the dissemination of information and have the potential to cause delays in handling disciplinary cases. The absence of a documented coordination system also makes it difficult to evaluate the effectiveness of the communication that has been carried out. In addition, communication between employees tends to be focused on sectors and does not strengthen the relationship between units. This risks causing overlapping authority, data duplication, and difficulties in tracking the case handling process.

Thus, a more systematic approach is needed, such as the preparation of a regular coordination calendar, the establishment of a personnel forum, or the use of a digital

reporting system that can ensure the continuity of information. This effort is important to create synergy between implementing actors and strengthen institutional capacity in carrying out the function of fostering discipline.

b. Employee Understanding of Policy

Based on the research results, there are limitations in the information dissemination process and the lack of learning forums that can align understanding between employees. Some employees only get information from circulars or dispositions from superiors, without any direct explanation regarding the context and procedures for implementing the rules. This raises the risk of misinterpretation in assessing the category of violations and in determining the appropriate form of sanctions.

Time and budget constraints for socialization activities are also significant challenges. Not all work units have received direct training, resulting in an information gap between units that have actively coordinated with the BKD and units that are still passive. On the other hand, the unavailability of practical guidance documents in each work unit also makes it difficult for employees to understand technical procedures independently.

Characteristics of the Implementing Agency

The characteristics of the implementing agency in policy implementation refer to the internal aspects of the implementer that can affect the course of policy implementation. In the context of this study, the implementing agency is an employee who is directly tasked with implementing Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, especially those in the Regional Civil Service Agency (BKD) of North Sulawesi Province, in the Field of Apparatus Development and Welfare and other related agencies.

a. Bureaucratic Structure

The implementation of the Government Regulation on Civil Servant Discipline in the Regional Secretariat of North Sulawesi Province is carried out by the Regional Personnel Agency (BKD) through the Civil Service Development and Welfare Division. This division is responsible for managing and enforcing employee discipline. The main tasks of the Civil Service Development and Welfare Division are as follows:

- a. Preparation of planning in the field of development and welfare of civil servants;
- b. Coordination, synchronization and integration of administrative services in the field of civil service development and welfare;
- c. Formulation of technical service policies for the development and welfare of civil servants;
- d. Implementation of coordination and consultation functions with agencies/work units related to the implementation of tasks;
- e. Preparation of policies for the development and welfare of civil servants;
- b. Provision of protection for civil servants;
- c. Formulating policies, reviewing and implementing employee discipline;
- d. Implementation of enforcement of codes of ethics, codes of conduct and core values;
- e. Implementation of administrative management of temporary dismissal of ASN;
- f. Implementation of performance assessments and measurement of ASN professionalism;

- g. Implementation of character and mental development of ASN;
- h. Preparation of planning for professional facilitation and protection of civil servants;
- i. Coordination of professional facilitation and protection of civil servants;
- j. Organizing the welfare affairs of civil servants concerning the PNS oath of office, TASPEN, BPJS health, taperum, granting of satya badges, as well as facilitating the issuance of employee cards (KARPEG) and wife cards (KARIS)/husband cards (KARSU);
- k. Distribution and provision of direction and guidance to subordinates regarding the implementation of tasks;
- l. Preparation and compilation of activity reports;
- m. Implementation of monitoring and evaluation of the implementation of activities and budgets; and
- n. Implementation of other functions assigned by the leadership

This clear bureaucratic structure allows the disciplinary handling process to be carried out in a coordinated and professional manner, starting from the identification stage to the imposition of sanctions. However, technical challenges such as late reporting or incomplete initial documents from regional apparatuses are still obstacles that require attention.

b. Norms

The implementation of civil servant discipline itself has been formally regulated through the State Civil Service Agency Regulation Number 6 of 2022 concerning the Implementation of PP Number 94 of 2021. It describes in detail the procedures for enforcing discipline that must be followed by the implementer. However, the success of implementing this procedure also depends greatly on the extent to which internal norms support such enforcement. Formal procedures such as summons, examinations, to the imposition and delivery of disciplinary sanctions will only be effective if supported by an organizational culture that upholds integrity and compliance.

For example, Articles 34 to 49 regulate in detail the stages of summons., examination, and delivery of disciplinary punishment decisions. Here are some important points from the provisions:

- a. The summons is made in writing, no later than 7 working days before the examination, with the opportunity for a second summons if the civil servant is not present. If still not present, the punishment can be imposed without a direct examination.
- b. The inspection is carried out in private, after the inspector has studied the report or violation material carefully.
- c. The imposition of punishment is carried out based on the results of the examination, with the principle of coaching so that civil servants realize their mistakes and improve themselves.
- d. The delivery of the decision is also done in private, with a maximum deadline of 14 working days since the decision is determined. If the civil servant is not present, the decision is sent within 3 working days.

Although the rules are very clear, the effectiveness of their implementation still requires the support of internal norms. Implementers who have high integrity and work in an environment that supports the values of justice and openness will tend to consistently implement these procedures. Conversely, in a permissive or relationally stressful work culture, implementation of these procedures may be hampered, or even ignored.

Social, Economic and Political Environmental Conditions

In North Sulawesi Province, both social, political, and economic conditions affect the implementation of the Government Regulation on Civil Servant Discipline. For example, social factors such as public perception of civil servants and values that develop in society can support or hinder the implementation of civil servant discipline. Thus Likewise, political dynamics involving government policies, as well as economic changes that impact budgets and resources, can have implications for the smooth implementation process of disciplinary policies.

a. Supportive Social and Economic Resources

The success of implementing civil servant discipline policies is not only determined by internal government regulations and mechanisms, but is also greatly influenced by social and environmental conditions. economy in the environment where the policy is implemented. Active community support and regional economic stability are external factors that can strengthen the effectiveness of policy implementation. Therefore, it is important for local governments to continue to encourage public participation and maintain economic stability in order to create a conducive climate to support the discipline of state civil servants.

b. Support of Interest Groups

Interest groups such as civil society organizations, mass media, supervisory institutions, and internal bureaucratic communities have a strategic role in support the implementation of civil servant discipline policies objectively and transparently. Through the social control function they carry out, these groups can contribute to supervising, reporting violations, and encouraging the upholding of the principles of neutrality and professionalism of state civil servants. This role is very important, especially in creating a government system that is accountable and free from political intervention or personal interests.

Thus, the existence of interest groups is not only as a balance of power, but also as a partner of the government in maintaining integrity. bureaucracy. Active support from these groups, coupled with the awareness of employees and agency leaders of the importance of discipline and neutrality, is an important foundation in optimizing the implementation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline.

Implementor Disposition/Implementer Attitude

The attitude and understanding of the implementer are crucial factors in determining the success or failure of public policy implementation, including in the implementation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. When policy implementers, in this case officials and staff in the government environment, have a good understanding and supportive attitude towards the substance of the policy, its implementation will run more smoothly and effectively. Conversely, low understanding of

the content and objectives of the policy often triggers resistance, half-hearted implementation, or even inconsistency in enforcing the rules.

a. Understanding the Program

Based on the research results, there are still a small number of employees who do not fully understand or accept this policy, especially those who consider disciplinary rules to limit freedom in working. For this reason, ongoing efforts are made through coaching and socialization so that all employees understand that disciplinary policies are not a form of restriction, but rather a means to create an orderly, productive work environment that supports improving organizational performance. With a comprehensive and positive understanding of this program, it is hoped that implementers can implement policies consistently, and make them part of a professional work culture within the North Sulawesi Provincial Government.

b. Implementor Response and Intensity

The disciplinary policy is not intended as a form of restriction for employees, but rather as a strategic step to uphold professionalism, integrity, and responsibility in every implementation of tasks. The government also opens a participatory space for employees to provide input on this policy, so that its implementation can run more adaptively and be supported by all parties.

CONCLUSION

The implementation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline at the Regional Secretariat of North Sulawesi Province has not been fully implemented optimally. The results of the study show that there are still various obstacles in the implementation of this policy, both in terms of inter-organizational communication, limited human resources and facilities, and in terms of understanding and attitudes of policy implementers. Lack of understanding of the substance of the regulations, minimal comprehensive socialization to all employees, and supervision that has not been carried out consistently have resulted in disciplinary violations still occurring among ASN. In addition, adequate support for technological facilities and technical guidance is still an important need that needs to be addressed immediately to strengthen efforts to enforce discipline in the work environment. Thus, strategic, systematic, and sustainable improvement steps are needed so that the implementation of this policy can be more effective and have a real impact on improving ASN discipline.

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