

Implementation of Indiscipline State Civil Apparatus (SCA) Development at the Bengkulu City Government

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ABSTRACT

The purpose of this study is to find out and explain how the Implementation of Indiscipline State Civil Apparatus (SCA) coaching is carried out in the Bengkulu City Government (referring to Government Regulation Number 94 of 2021 concerning Discipline for Civil Servants) and what obstacles are found in the implementation of coaching. This type of research is qualitative with the method used being descriptive-analytical. The location of this research was carried out by the Bengkulu City Government. The results of this study consist of two namely; (1) The implementation of indiscipline SCA development in the work environment of the Bengkulu city government is appropriate and refers to PP No. 94 of 2021, although there are several cases that still use PP No. 53 of 2010 as a reference; (a) There are three types of punishments imposed on disciplinary SCA which fall into the light discipline category, namely in the form of an oral warning, a written warning, and a written statement of dissatisfaction; (b) The imposition of disciplinary sanctions while accepting bribes by SCA and SCA officials who commit acts of domestic violence is not in accordance with PP No. 94 2021 and still refers to PP No. 53 of 2010 due to the imposition of sanctions in the form of demotion to a lower level for 1 year and postponement of promotion for one year included in the category of severe disciplinary punishment; (c) The imposition of sanctions or the establishment of severe disciplinary punishment in the Bengkulu city government area already refers to Government Regulation No. 94 of 2021, namely the imposition of punishments in the form of; demotion to a lower level for 12 months, release from position as executor for 12 months, and honorable discharge not at his own request.; (2) Obstacles in the implementation of disciplinary SCA development in the work environment of the Bengkulu city government, namely the enforcement of discipline against civil servants (SCA) are considered not to be carried out optimally. One of these conditions is the result of the enactment of Government Regulation (PP) Number 53 of 2010 concerning SCA Discipline in the Bengkulu City Government, where this PP has not explicitly and in detail regulated SCA discipline. The implementation of these technical regulations is still far from expectations. Moreover, in practice it is very dependent on the subjectivity of staffing supervisors (PPK).

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Introduction

Human Resources (HR) is a central factor in an organization. Whatever its form and purpose, organizations are made based on various visions for the benefit of humans and in the implementation of their mission are managed and managed by humans. So, humans are a strategic factor in all activities of institutions/organizations (Handoko, 2011). Civil servants as elements of the state apparatus and public servants have a very important role in development to create a civil society that obeys the law, has a modern civilization, is democratic, prosperous, just, and has high morals, provides services fairly and equitably to the community, maintains the unity and unity of the nation with full loyalty to Pancasila and the 1945 Constitution (Sri Hartini & Tedi Sudrajat, 2022).

However, in fact, there are still many civil servants who are undiscipline or violate discipline in carrying out their duties in the government as the results of researcher observations obtained from data from the BKPP office in Bengkulu City for the last four years which can be seen in the table below.

Table 1. Data on the Number of Interdisciplinary
SCA of Bengkulu City Government

Disciplinary Violations	Year			
	2019	2020	2021	2022
Severe Discipline	24	33	34	23
Moderate Discipline	56	67	45	40
Light Discipline	102	118	120	103
Total Indiscipline	182	218	199	166

Source: BKPP Office Data in Bengkulu City

Based on data obtained by researchers at the Bengkulu City Government, the types of punishments most often received by interdisciplinary are in the form of verbal reprimands, written reprimands, written statements of dissatisfaction, demotion to a lower level, release from office, and postponement of salary increases. The punishment given is based on each official who has the authority to conduct guidance in personnel administration for an SCA such as the Mayor, Head of Service, Sub-district, and Secretary (KEBUDAYAAN, n.d.). Like one of the violations committed by SH interdisciplinary with a position as Head of Industrial Relations of the Bengkulu City Manpower Office received a penalty in the form of a written reprimand based on the Decree of the Manpower Kadis Number 61 of 2019.

Referring to PP No. 94/2021, SCA now has the latest regulations regarding the discipline of civil servants. Provisions regarding prohibitions, obligations, and disciplinary punishments for civil servants are contained in PP No. 94/2021 concerning Civil Service Discipline. However, in the 2022 working year, the process of giving punishment for violations of civil servant discipline in the work environment of the Bengkulu City Government is still through the Regional Human Resources Development Agency (BPSDM) of Bengkulu City, which means that the provision of sanctions or

punishments for violations of civil servant discipline still refers to Law number 5 of 2014 concerning the State Civil Apparatus (Mangkunegara, 2011). Based on the description above, the author will conduct further research on the implementation of interdisciplinary State Civil Apparatus (SCA) Development at the Bengkulu City Government in 2023 whether it has referred to Government Regulation Number 94 of 2021 concerning Civil Servant Discipline or not. The title of this study is "Implementation of Interdisciplinary State Civil Apparatus (SCA) Development at the Bengkulu City Government".

The final benefits of this research include the following theoretical and practical benefits. This research is expected to develop a study of State Administration related to the implementation of interdisciplinary State Civil Apparatus (SCA) development at the Bengkulu City Government (referring to Government Regulation Number 94 of 2021 concerning Civil Servant Discipline). Practically the use of this research is to provide input to the government, especially the Bengkulu City government regarding the Implementation of State Civil Apparatus Discipline in the working area of the Bengkulu City Government, so that in the future the government can be wiser in making decisions and can see things that need to be improved, as well as one of the references or library sources for all parties who will conduct further research.

Research methods

The research method carried out in this study is a quantitative descriptive research method, where direct observations are made according to existing conditions in the field. Data collection is carried out by direct observation to obtain data directly by observing things related to research on the object of research and also directly involved in activities (Miles & Huberman, 2007). In addition, it is also carried out directly interactively with the actors involved in the object of research. As secondary data, relevant data and information are also collected about theoretical foundations sourced from references relevant to the research topic, such as applicable legislation and guidebooks (Sugiyono, 2013).

To conduct research analysis, guided by the Implementation of Interdisciplinary SCA Development of the Bengkulu City Government refers to PP No. 94 of 2021.

Results and Discussions

1. Implementation of Interdisciplinary State Civil Apparatus (SCA) Development at the Bengkulu City Government

The state civil apparatus is not only an element of the state apparatus but also a state servant and public servant who always lives in the midst of society and works for the benefit of the community as well. The position of civil servants is very important and determines the success or failure of the mission of the government to organize the government in realizing national ideals. The utilization of civil servants continues to be improved, especially those related to quality, service efficiency and community protection, as well as the professional ability and welfare of civil servants are highly considered in supporting the implementation of duties. SCA performance appraisal aims to ensure the objectivity of SCA coaching based on the achievement system and career systems. SCA performance appraisal is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets,

achievements, results, and benefits achieved, as well as the behavior of SCA (Sukarna, 2011).

SCA performance appraisals are objective, measurable, accountable, participatory, and transparent. The performance appraisal of civil servants is under the authority of authorized officials in their respective government agencies. The results of the SCA performance appraisal are submitted to the SCA performance assessment team. The results of SCA performance appraisal are used to ensure objectivity in SCA development, and are used as requirements in appointment and promotion, provision of benefits and sanctions, mutation, and promotion, as well as to attend education and training. SCAs whose performance appraisals do not reach performance targets are subject to administrative sanctions until dismissal in accordance with the provisions of laws and regulations. Ensuring the maintenance of order in the smooth implementation of duties, civil servants are required to comply with civil servant discipline. Government agencies are required to carry out discipline enforcement against civil servants and carry out various efforts to improve discipline. Civil servants who commit disciplinary violations are subject to discipline.

SCA as mandated in Law Number 5 of 2014, one of the factors considered important is to realize a clean and authoritative state apparatus is the problem of discipline of Civil Servants in carrying out government duties and obligations as state servants and public servants. Good discipline reflects the magnitude of a person's sense of responsibility towards his duties. To improve discipline is quite difficult. Improving the discipline of Civil Servants, the Government has provided a policy with the issuance of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline. Civil Servants as government officials and public servants are expected to always be ready to carry out the duties that have been mandated to them as well as possible, but it is undeniable that often in a government agency, employees commit disciplinary violations such as being late, leaving prematurely, and other irregularities that cause the ineffectiveness of the employees concerned. With the enactment of punishment for Civil Servants who lack discipline, it is hoped that an effective and efficient government can be created. Discipline must be enforced in an agency. Without a good disciplinary attitude of the Civil Service, it is difficult for the government to realize its goals (Danurwenda et al., 2017).

The performance of the state civil apparatus that has not been maximized is certainly not only caused by the lack of maximum, of course, not only caused by the lack of knowledge and skills or work skills, but also comes from attitudes and behaviors that are not good or incorrect in carrying out duties and carrying out the actions of their positions such as lack of discipline, lack of responsibility, lack of cooperation, lack of enthusiasm, lack of initiative in solving problems that appears and lack of sensitivity in work. This attitude or behavior is created due to, among others, a lack of understanding and appreciation of office ethics (code of ethics) that applies to all civil servants.

Civil servants (SCA) now have the latest regulations regarding the discipline of civil servants. Provisions regarding prohibitions, obligations, and disciplinary punishments for civil servants are contained in PP No. 94/2021 concerning Civil Service Discipline. The results of the interview with the Head of Procurement, Dismissal, Information, and Discipline confirmed that SCA is required to comply with obligations and not carry out prohibitions as stated in this regulation. The obligations for civil servants are mentioned in Article 3 as many as eight obligations and nine obligations contained in

Article 4. Meanwhile, there are 14 prohibitions that must be avoided by SCA as stated in Article 5.

"For civil servants who do not comply with the provisions as referred to in Article 3 to Article 5 are sentenced to discipline, the failure of civil servants to carry out their obligations and violate the regulated prohibitions will cause the person concerned to receive disciplinary punishment. The extent and type of disciplinary punishment are mentioned in Article 8. The level of disciplinary punishment is divided into three, namely light, moderate, and severe disciplinary punishments. For this type of disciplinary punishment, it is divided by level". (*Interview Results of Mr. Zul Amri, S.T., M.Si on March 12, 2023, at 13:30*)

The following is a further explanation of the implementation of light, medium, and severe discipline coaching found in the Bengkulu City government area.

a. Implementation of Light Discipline Development

From the data collected by researchers, the implementation of light discipline coaching is most commonly found in the work environment of the Bengkulu City Government. As for the types of light disciplines found such as; Civil servants who do not come to work for no reason for three to ten days, civil servants who hang out in the mall during working hours, and civil servants who do not carry out their duties and obligations properly.

Civil Servants also often carry out tasks or work not on time or delay the implementation of work so that work often cannot be completed on time. There are also many employees who violate the provisions in this case late to come to the office and in terms of absenteeism. Another example is the actions of employees who often do not comply with predetermined procedures and work mechanisms, and often ignore orders and instructions from leaders or superiors in carrying out work. Less disciplined behavior is also seen from less enthusiasm at work as seen from the act of liking to relax casually during working hours, and rarely take initiative in implementation and completion (Morissan, 2019).

According to Maria Elva, S.STP, Young Civil Service Analyst Sub-Coordinator of the Sub-Substance of Discipline Award and Facilitation of the State Civil Apparatus Profession, interdisciplinary civil servants who are included in minor disciplinary violations will usually be fostered and imposed according to the punishment attached to PP No. 94 of 2021.

"Yes, for civil servants who violate minor discipline, we usually give punishments or sanctions in accordance with PP No. 94 of 2021. The most common case of minor disciplinary violations found in the Bengkulu city government is civil servants who skipped work for more than three days. Usually, the sentence handed down is in the form of a verbal reprimand for civil servants who do not come to work without a valid reason cumulatively for three working days in one year; written reprimand for civil servants who do not come to work without a valid reason cumulatively for 4-6 working days in one year; and a written statement of dissatisfaction for civil servants who do not come to work without a valid reason cumulatively for 7-10 working days in one year". (*Interview Results of Mrs. Maria Elva, S.STP on March 22, 2023, at 12:30 PM*)

Implementation of Indiscipline State Civil Apparatus (SCA) Development at the Bengkulu City Government

Based on the results of the interview above, there are three types of punishments imposed on disciplinary civil servants who fall into the category of light discipline, namely in the form of oral reprimands, written reprimands, and written statements of dissatisfaction. This proves that the imposition of punishment or light disciplinary sanctions for civil servants in the Bengkulu city government is in accordance with the regulations contained in PP No. 94 2021. As for the coaching process given to interdisciplinary civil servants, Mrs. Maria Elva, S.STP added;

"So the person responsible for coaching and enforcing civil servant discipline is the Direct Supervisor of each employee. Disciplinary violations are not complaint offenses. Therefore, every direct superior knows/gets information about alleged disciplinary violations committed by his subordinates, then the direct supervisor must follow up/make a summons for examination. The examination process usually follows the existing procedures based on PP No. 94 of 2021, if I am not mistaken, articles 26, 27, and 28".
(*Interview Results of Mrs. Maria Elva, S.STP on March 22, 2023, at 12:30 PM*)

The results of the interview above can be interpreted that the procedures for summoning, examining, imposing and delivering punishment decisions are contained in article 26, article 27, article 28 which are as follows: In article 26, civil servants suspected of disciplinary violations are summoned in writing by their immediate supervisors for examination. Explained the time gap between the date of the summons and the date of examination no later than 7 working days. If the first summons concerned is not present, a second summons shall be made no later than 7 working days after the date it should have been checked on the first summons. And if the second summons of the civil servant concerned is not present, the punishing official imposes disciplinary punishment based on existing evidence and testimony without examination.

Article 27, the immediate supervisor must examine the SCA who is suspected of committing disciplinary violations before the SCA is sentenced to Discipline. The examination was carried out behind closed doors through face-to-face or virtual and the results were stated in the form of minutes of the examination. The results of the examination stated that the authority to impose disciplinary punishment is the authority of the direct superior, so the direct supervisor must impose disciplinary punishment. Article 28, direct supervisors who do not summon and examine civil servants suspected of disciplinary violations, and report the results of the examination to the punishing authority are sentenced to discipline. The punishing official imposes a harsher disciplinary penalty on the immediate superior after going through the examination process.

b. Implementation of Moderate Discipline Development

In the implementation of moderate discipline coaching in the Bengkulu City government area, researchers found several cases involving civil servants into the category of moderate disciplinary violations, such as civil servants who did not come to work without a valid reason for more than 10 days, civil servants who abused authority and received gifts from anyone related to their position, and civil servants who committed acts of domestic violence.

"That's right, there are several medium disciplines encountered in the Bengkulu city government such as civil servants who do not come to work for more than 10 days, civil servants who receive gratuities, some are domestic violence and are also included in the

implementation of moderate discipline. But the most commonly encountered is skipping work earlier, there are those who up to 20 days do not come to work for no reason and we immediately give punishment or sanctions in accordance with PP 94 earlier, ". (Interview Results of Mrs. Maria Elva, S.STP on March 22, 2023, at 12:30 PM)

The results of the interview stated that the most common moderate disciplinary violations were civil servants who did not come to work for no reason. Based on Government Regulation No. 94 of 2021, civil servants who do not come to work without a valid reason for 11 (eleven) to 13 (thirteen) working days in 1 (one) current year are sentenced to Disciplinary Punishment in the form of a 25% (twenty-five percent) cut in performance allowances for 6 (six) months; Civil servants who do not come to work without a valid reason for 14 (fourteen) to 16 (sixteen) working days in 1 (one) current year are sentenced to Disciplinary Punishment in the form of deduction of performance allowance by 25% (twenty-five percent) for 9 (nine) months; and civil servants who do not come to work without a valid reason for 17 (seventeen) to 20 (twenty) working days in 1 (one) current year are sentenced to Disciplinary Punishment in the form of deduction of performance allowance by 25% (twenty-five percent) for 12 (twelve) months.

Furthermore, for coaching or sanctioning moderate disciplinary violations for civil servants who receive gratuities or abuse the authority of office and civil servants who commit domestic violence according to Maria Elva,

"For civil servants who do not come to work, the punishment is in the form of cutting the *tukin*, so it is adjusted to the number of days of truancy. Well, if this gratification is in the form of a demotion of a lower level for 1 year and also for domestic violence, the punishment is in the form of a delay in promotion for one year". (Interview Results of Mrs. Maria Elva, S.STP on March 22, 2023, at 12:30 PM)

The provision of moderate punishment sanctions on civil servants who receive or abuse authority and civil servants involved in domestic violence in the work environment of the Bengkulu City Government is in the form of a demotion of a lower level for 1 year and also for domestic violence the punishment is in the form of a delay in promotion for one year. The provision of moderate sanctions for these two cases is not appropriate or does not refer to PP no. 94 of 2021 which states that the provision of moderate disciplinary sanctions, namely cutting *Tukin* by 25% for 6 months; *Tukin* Cutting by 25% for 9 months, and *Tukin* Cutting by 25% for 12 months. The sanction in the form of demotion to a lower level for 1 year and postponement of promotion for one year is included in the category of severe disciplinary punishment.

For the process of coaching or granting moderate disciplinary sanctions is the same as giving light disciplinary sanctions. SCAs suspected of disciplinary violations are summoned in writing by their immediate supervisors for examination. Explained the time gap between the date of the summons and the date of examination no later than 7 working days. If the first summons concerned is not present, a second summons shall be made no later than 7 working days after the date it should have been checked on the first summons. And if the second summons of the civil servant concerned is not present, the punishing official imposes disciplinary punishment based on existing evidence and testimony without examination.

The immediate supervisor is required to examine the SCA who is suspected of committing a disciplinary violation before the SCA is sentenced to Discipline. The

examination was carried out behind closed doors through face-to-face or virtual and the results were stated in the form of minutes of the examination. The results of the examination stated that the authority to impose disciplinary punishment is the authority of the direct superior, so the direct supervisor must impose disciplinary punishment. Direct supervisors who do not summon and examine civil servants suspected of disciplinary violations, and report the results of the examination to the punishing authority are disciplined. The punishing official imposes a harsher disciplinary penalty on the immediate superior after going through the examination process.

Based on the results of interviews supported by the Decree of the Mayor of Bengkulu Number 862 / 126 / BKPP / 2021 and the Decree of the Mayor of Bengkulu Number 862 / 110 / BKPP / 2020, it can be concluded that the provision of disciplinary sanctions is accepting bribes by SCA and SCA officials who commit acts of domestic violence not in accordance with PP No. 94 of 2021 and still refer to PP No. 53 of 2010 due to sanctions in the form of demotion to a lower level for 1 year and postponement of promotion For one year it falls into the category of severe disciplinary punishment.

c. Implementation of Heavy Discipline Development

Based on the data found by researchers, there are several civil servants of the Bengkulu City government who are included in serious disciplinary violations, such as corruption, the use of illegal drugs, and other criminal acts. Based on the results of interviews with informants, it was submitted that:

"For severe discipline, there are several cases found as well, such as city government civil servants who do not enter even more than 50 working days, there are also those who commit drug abuse crimes, forgery of signatures is also a severe discipline in the city government that I have handled at that time. It was forgery of the signatures of the mayor and deputy mayor of Bengkulu on the list of receiving activity honors. Of course it's a fatal thing that is very risky. And in 2021, there was also a civil servant of the Bengkulu city government who had entered the news portal because he was found drunk with a woman using an official car. The civil servant is included in a serious disciplinary violation because he has committed acts of abusing his authority as an official vehicle holder to serve personal guests, not carrying out the duties entrusted in the implementation of Leadership Education and Training by leaving the training place, and facilitating other parties to buy alcohol so as to disturb the surrounding peace" (*Interview Results of Mrs. Maria Elva, S.STP on March 22, 2023, at 12:30*).

For the provision of severe disciplinary punishment above, the informant added that the punishment was in accordance with PP no. 94 of 2021, namely in the form of a demotion of a lower level for three years for disciplinary civil servants who did not come to work for 63 days (Bengkulu Mayor Decree Number: 862/109/BKPP/2020), a lower level of demotion for three years for disciplinary civil servants who committed drug abuse crimes (Bengkulu Mayor Decree Number: 862/558/BKPP/2019), the penalty of exemption from office for civil servants who forge the signatures of the mayor and deputy mayor (Bengkulu Mayor Decree Number: 862/106/BKPP/2020), and the provision of penalties in the form of exemption from office for civil servants who have committed acts of abusing authority as holders of official vehicles to serve personal guests, not carrying out the duties entrusted in the implementation of Leadership Education and Training by

leaving the place training, and facilitating other parties to buy alcohol so as to disturb the surrounding peace (Bengkulu Mayor Decree Number: 862/160.a/BKPP/2021).

For the process of coaching or granting severe disciplinary sanctions, it is the same as giving light and moderate disciplinary sanctions. SCAs suspected of disciplinary violations are summoned in writing by their immediate supervisors for examination. Explained the time gap between the date of the summons and the date of examination no later than 7 working days. If the first summons concerned is not present, a second summons shall be made no later than 7 working days after the date it should have been checked on the first summons. And if the second summons of the civil servant concerned is not present, the punishing official imposes disciplinary punishment based on existing evidence and testimony without examination.

The immediate supervisor is required to examine the SCA who is suspected of committing a disciplinary violation before the SCA is sentenced to Discipline. The examination was carried out behind closed doors through face-to-face or virtual and the results were stated in the form of minutes of the examination. The results of the examination stated that the authority to impose disciplinary punishment is the authority of the direct superior, so the direct supervisor must impose disciplinary punishment. Direct supervisors who do not summon and examine civil servants suspected of disciplinary violations, and report the results of the examination to the punishing authority are disciplined. The punishing official imposes a harsher disciplinary penalty on the immediate superior after going through the examination process.

It can be concluded that the provision of sanctions or the formation of severe disciplinary punishments in the Bengkulu city government area has referred to PP no. 94 of 2021, namely the imposition of punishment in the form of; Demotion to a lower level for 12 months, release from office to acting for 12 months, and dismissal with respect not at one's own request.

2. Obstacles to the Implementation of Interdisciplinary State Civil Apparatus (SCA) Development at the Bengkulu City Government

The position of the State Civil Apparatus is based on Law Number 5 of 2014 article 3 paragraph (1), namely the state civil apparatus as an element of the state apparatus whose duty is to provide services to the community professionally, honestly, fairly, and equitably in the implementation of state duties, development government. The formulation of the position of the state civil apparatus is based on the main idea that the government does not only carry out the general functions of government.

The government must also be able to carry out development functions or in other words, the government is not only organizing orderly government, must be able to carry out development functions or in other words, the government is not only organizing orderly government, but also must be able to move and facilitate development for the benefit of the people. The state civil apparatus has a very important role because the state civil apparatus is an element of the state apparatus to organize government and development in order to achieve state goals. The smooth implementation of government and national development depends on the perfection of the state civil apparatus.

Enforcement of discipline against civil servants (SCA) is considered still unable to be carried out optimally. According to Ir. Arif Gunadi, M.Si as Regional Secretary of Bengkulu City, this condition is one of the results of the enactment of Government Regulation (PP) Number 53 of 2010 concerning the Discipline of Civil Servants in the Bengkulu City Government where this PP has not expressly and in detail regulated the

discipline of civil servants. The implementation of these technical rules is still far from expectations. Moreover, its implementation depends heavily on the subjectivity of the personnel development office (PPK) (Wahyono, 2015).

"This PP actually does not clearly regulate the enforcement of discipline for civil servants. There are still weaknesses so that the enforcement of SCA discipline has not been maximized. The PP on SCA Discipline only talks about the types of sanctions, namely light, moderate, and severe. While the violations are defined by each KDP". (Interview Results of Mr. Ir.Arif Gunadi, M.Si on March 22, 2023, at 09:00)

Furthermore, Ir. Arif Gunadi, M.Si added,

"Violations that should have been severely sanctioned, but only reprimanded. For example, not entering for days without clarity, it only gets a reprimand sanction. There are also those who are exposed to drugs and then rehabilitate, and after that return to work. These concessions are considered to make many civil servants not so worried about committing violations. Moreover, if you have close ties with the KDP, it is certain to escape severe sanctions. Many think that truancy can only be reprimanded or if you commit another violation, the sanction is not dismissed. They display abuses and it's not like in private companies." (Interview Results of Mr. Ir.Arif Gunadi, M.Si on March 22, 2023, at 09:00)

The factors that become obstacles in improving the discipline of SCA Peminta Kota Bengkulu according to Ir. Arif Gunadi are:

1. Lack of firm sanctions given by authorized officials. The authorized official must provide strict sanctions / actions if an SCA is proven to have committed a disciplinary violation with the aim of providing a deterrent effect and shock therapy so that other SCAs do not imitate or do it. In addition, firmness is needed so as not to commit disciplinary violations for which the punishment is even more severe. Therefore, every punishing official must first carefully examine civil servants who violate civil servant discipline.
2. The fading of SCA discipline. For a civil servant, discipline must be a reference for his life. The community's demands for higher service require a clean, authoritative, and highly disciplined apparatus in carrying out their duties. The attitude and behavior of an SCA can be used as a role model or example for civil servants in their environment and society in general

In line with Zul Amri, S.T, M.Si, he also added other factors that became obstacles in the implementation of interdisciplinary State Civil Apparatus development, including:

1. Law enforcement within the service bond is still weak because the SCA has an "insider" who is influential enough so that actions that violate the disciplinary code of ethics that want to be followed up are simply stopped.
2. There is no response by the civil servant concerned so the summons that have been regulated according to the law or government regulations that are delayed become a delay or become an obstacle in its implementation.
3. Limited quantity and quality of human resources. The existence of limited human resources, both in terms of the number (quantity), and quality (quality) of science, also affects the implementation of the supervisory function, considering that the comparison of the number of supervisors with civil servants who must be supervised and places that must also be supervised is very inadequate, even

personnel who have this supervisory function themselves are still unable to realize and fully understand their duties and functions as supervisors.

4. Limited surveillance facilities and infrastructure Facilities and infrastructure to perform supervisory tasks and functions are still relatively lacking, such as installing CCTV in each place requires relatively large costs, while the budget provided for it is still limited.

The impact of coaching carried out is that usually employees who have been sentenced to perform better than before, but there must be a reprimand first and then the employee can get better. The obstacles faced in the implementation of discipline coaching are still a sense of humanity and a sense of hesitation. The most influential obstacle is usually the superiors feel hesitant to reprimand their subordinates who are indicated to have committed disciplinary violations, even though superiors should be obliged to conduct coaching and provide disciplinary punishment to subordinates who are suspected of indiscipline (Sedarmayanti, 2018).

In general, the implementation of interdisciplinary civil servant development in the work environment of the Bengkulu city government is appropriate and refers to PP no 94 of 2021, although there are some cases that still use PP no 53 of 2010 as a reference. According to Hasibuan (2009: 124), legal sanctions play an important role in maintaining employee work discipline, because with severe legal sanctions employees will be more afraid to violate organizational regulations so that independent behavior will decrease. The severity or lightness of the sanctions applied also affects the good or bad work discipline of employees. The legal sanctions should not be too severe so that they can be used as lessons to educate employees to change their behavior. Reasonable legal sanctions and educational skills will be a motivation to maintain discipline.

In the explanation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, it is stated that in order to implement the provisions of Article 86 paragraph (4) of Law Number 5 of 2014 concerning State Civil Apparatus, to ensure the maintenance of order in the smooth implementation of duties, civil servants must comply with the provisions regarding the discipline of civil servants. So far, the provisions regarding the Discipline of Civil Servants have been regulated in Government Regulation Number 53 of 2010 concerning the Discipline of Civil Servants. With the enactment of Law Number 5 of 2014 concerning the State Civil Apparatus, the provisions regarding the Discipline of Civil Servants need to be adjusted. To realize civil servants with moral, professional, and accountable integrity, SCA Disciplinary regulations are needed that can be used as guidelines in enforcing discipline. Enforcement of discipline can encourage civil servants to be more productive based on the career system and work performance system and moral integrity is a consideration in career development.

This Government Regulation on SCA Discipline, among others, contains obligations, prohibitions, and disciplinary penalties that can be imposed on civil servants who have been proven to have committed violations. The imposition of Disciplinary Punishment is intended to build civil servants who have committed violations, so that the person concerned has an attitude of regret and tries not to repeat and improve themselves in the future. In this Government Regulation, it expressly states the type of Disciplinary Punishment that can be imposed for a Disciplinary Violation. This is intended as a guideline for Officials with the Authority to Punish and provide certainty in imposing Disciplinary Punishment. Likewise, the limits of authority for Punishing Officials have been specified in this Government Regulation. The imposition of punishment in the form of light, moderate, or severe Disciplinary Punishment in accordance with the severity of

the violation committed by the SCA concerned, taking into account the background and impact of the violation committed. The authority to determine dismissal decisions for civil servants who commit disciplinary violations is carried out based on the provisions of laws and regulations. In addition to the above, civil servants who are sentenced to discipline are given the right to defend themselves through administrative measures, so that arbitrariness can be avoided in imposing disciplinary punishment.

In this Government Regulation, it expressly states the type of Disciplinary Punishment that can be imposed for a Disciplinary Violation. This is intended as a guideline for Officials with the Authority to Punish and provide certainty in imposing Disciplinary Punishment. Likewise, the limits of authority for Punishing Officials have been specified in this Government Regulation. The imposition of punishment in the form of light, moderate, or severe Disciplinary Punishment in accordance with the severity of the offense committed by the civil servant concerned, taking into account the background and impact of the violation committed. With the issuance of PP No. 94 of 2021 challenging discipline, one of the amended articles is Article 8 which regulates severe disciplinary punishment. Severe disciplinary punishment as referred to in paragraph {1} letter c consists of: a. Demotion of a lower level for 12 (twelve) months; b. Release from office to executive position for 12 (twelve) months; and c. Dismissal with respect is not at one's own request as a civil servant (Hartini et al, 2021: 40).

The PP stipulates, among others, violations of disciplinary punishment. Civil servants are categorized as violating discipline if their words, writings, and/or actions are legally proven to violate the provisions regarding obligations and / or prohibitions of Government Regulation Number 53 of 2010. As well as Civil Servants who do not perform obligations and commit prohibited acts as stipulated in Government Regulation Number 53 of 2010 concerning Civil Servant discipline, Disciplinary violations are any speech, writing, or conduct of Civil Servants that violate the provisions of the Civil Servant Discipline Regulations, both inside and outside working hours. Regarding the current condition of civil servant performance, there are 2 most basic things for disciplinary violations, including a less conducive work environment, and a significant influence between the function of law enforcement and the actions of employees who violate regulations, because there is less supervision and it can be assumed that the lack of response of officials to sanctions, due to lack of supervision from the parties involved and allowing violations to occur. the form of supervision itself provides sanctions for violations of State Civil Apparatus Discipline within the Government which are temporary and discontinuous so that the results obtained have not been maximized (Hartini, 2014).

Conclusion

The study focuses on examining how the implementation of Indiscipline State Civil Apparatus (SCA) coaching is carried out in the Bengkulu City Government. The findings indicate that the implementation generally adheres to Government Regulation Number 94 of 2021, which addresses discipline for civil servants. However, it is noted that some cases still reference Government Regulation Number 53 of 2010 as a basis for disciplinary actions.

The research identifies three types of punishments falling under the category of light discipline for disciplinary SCA cases in the Bengkulu city government: oral warning,

written warning, and written statement of dissatisfaction. However, the imposition of disciplinary sanctions for certain offenses, such as accepting bribes by SCA and committing acts of domestic violence, does not align with Government Regulation Number 94 of 2021. These cases still rely on Government Regulation Number 53 of 2010, which includes severe disciplinary punishments like demotion and postponement of promotion.

Despite the aforementioned inconsistencies, the study states that the imposition of sanctions or severe disciplinary punishments in the Bengkulu city government already follows Government Regulation Number 94 of 2021. The severe disciplinary punishments listed include demotion to a lower level for 12 months, release from the position as executor for 12 months, and honorable discharge not at the employee's own request.

The research highlights obstacles in the implementation of disciplinary SCA development in the Bengkulu city government. One significant obstacle is the lack of optimal enforcement of discipline against civil servants (SCA). This is attributed, in part, to the inadequacy of Government Regulation Number 53 of 2010, which fails to explicitly and comprehensively regulate SCA discipline. Consequently, the implementation of technical regulations is considered far from meeting expectations, often relying on the subjective judgments of staffing supervisors (PPK).

In summary, the study reveals that while the implementation of indiscipline SCA coaching in the Bengkulu City Government generally follows Government Regulation Number 94 of 2021, there are still cases that refer to the older Government Regulation Number 53 of 2010. Additionally, the study identifies obstacles in the implementation process, with one major hindrance being the lack of optimal discipline enforcement due to deficiencies in the regulations and subjective decision-making by staffing supervisors.

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Implementation of Indiscipline State Civil Apparatus (SCA) Development at the
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