



Implementation Analysis of Civil Servant Discipline Regulation No. 94 of 2021 at Kesbangpol Bandar Lampung

Article	Abstract
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INTRODUCTION

Indonesia as a unitary state adopts a centralized system of government administration under the authority of the central government as stipulated in Article 1 paragraph (1) of the 1945 Constitution (Omara & Tauda, 2022). Constitution of the Republic of Indonesia, which affirms that “the State of Indonesia is a Unitary State in the form of a Republic.” (Setiawan, 2023) However, the complexity and vastness of Indonesia’s governance require the delegation of certain administrative functions to regional governments (Nasution, 2017). This delegation is carried out through the implementation of regional autonomy as regulated in Law Number 23 of 2014 concerning Regional Government, which aims to empower regions in managing their own governmental affairs and public services. In this context, the role of civil servants (PNS) becomes crucial as

the backbone of public administration who are responsible for ensuring that governance runs effectively, efficiently, and in accordance with the law(Vujanovic, 2017).

In carrying out these functions, every civil servant is bound by moral and legal obligations to perform their duties with full dedication, integrity, and professionalism(Popescu, 2021). However, in practice, disciplinary violations among PNS remain one of the persistent issues within Indonesia's bureaucratic structure. Forms of violations range from absenteeism, tardiness, negligence in performing official duties, to misconduct related to the misuse of authority(Mulhayat et al., 2023). According to Tahir, such behaviors reflect a weak bureaucratic culture and undermine public trust toward governmental institutions(Ridwan & Sudrajat, 2020). These problems are not merely administrative in nature but are closely linked to the legal and ethical framework governing public servants' behavior as outlined in various statutory provisions.

The government has taken several measures to address disciplinary violations among PNS, one of which is by enacting Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants as a revision to Government Regulation Number 53 of 2010(Rahmaningsih, 2021). The new regulation introduces stricter measures regarding obligations, prohibitions, and types of disciplinary sanctions, aiming to build a more professional, transparent, and accountable bureaucracy(Zein, 2023). As stated by Indrajaya, this reform aligns with the broader goal of bureaucratic transformation that seeks to uphold integrity and performance-based accountability within state institutions(Nugroho, 2023). The essence of this regulation is not only to punish violations but also to cultivate awareness and commitment among civil servants to maintain public trust and serve the community effectively.

However, the implementation of Government Regulation Number 94 of 2021 has not been entirely effective across various institutions. In practice, several government agencies still face difficulties in enforcing disciplinary measures consistently. Research by Nurhaliza and Suparman (2023) shows that institutional challenges such as weak supervision, absence of consistent sanctions, lack of role models from leadership, and insufficient welfare policies have contributed to the persistence of indiscipline among public servants. These factors indicate that enforcing discipline among PNS requires not only strict regulations but also a comprehensive approach involving structural reform, cultural change, and consistent legal enforcement.

A similar condition is found in the Agency for National Unity and Politics (Badan Kesatuan Bangsa dan Politik – Kesbangpol) of Bandar Lampung City, where disciplinary enforcement under Chapter III of Government Regulation Number 94 of 2021 has not been fully optimized. Observations show that violations still occur, particularly concerning attendance, commitment to official duties, and compliance with institutional procedures. The absence of strict punishment, unequal treatment, low legal culture, and lack of performance incentives are among the main obstacles. As pointed out by Soerjono Soekanto (2012) in his theory of law enforcement, effectiveness is determined by several interrelated factors: the legal instrument itself, law enforcers, facilities, the community, and the prevailing legal culture(Rahayu et al., 2020). This theoretical framework helps explain why regulations, despite being clear and binding, may not produce the intended impact when implementation factors are weak(Hamara, 2023).

Therefore, this study seeks to provide an in-depth analysis of how the provisions of Chapter III of Government Regulation Number 94 of 2021 concerning the Discipline of

Civil Servants are implemented within the Kesbangpol Office of Bandar Lampung City, as well as to identify the inhibiting factors that hinder its effectiveness. By combining an empirical legal approach and a normative legal approach, the research aims to provide a comprehensive understanding of both the practical and theoretical aspects of discipline enforcement in public administration.

Based on the description above, it can be understood that although the government has enacted Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants as an effort to improve bureaucratic integrity and professionalism, its implementation in various government institutions, including the Kesbangpol Office of Bandar Lampung City, has not yet been fully effective. Several issues such as weak supervision, inconsistent sanctions, lack of exemplary leadership, and low awareness of discipline still hinder the achievement of the regulation's objectives. Therefore, this study focuses on analyzing how the implementation of Chapter III of Government Regulation Number 94 of 2021 regarding the discipline of civil servants is carried out within the Kesbangpol Office of Bandar Lampung City and what inhibiting factors affect the effectiveness of its enforcement.

RESEARCH METHODS

This study uses an empirical juridical research method, which combines the analysis of legal norms (normative) with the observation of their implementation in practice (empirical). The research was conducted at the Kesbangpol Office of Bandar Lampung City, as the institution responsible for enforcing civil servant discipline under Government Regulation Number 94 of 2021. The primary data were obtained directly from interviews with several informants and respondents, including Kesbangpol officials, civil servants, and supervisory staff involved in disciplinary enforcement. Meanwhile, secondary data were collected from legal materials such as laws and regulations, government regulations, academic writings, journals, and official documents related to civil servant discipline. Data collection techniques used include documentation, observation, and structured interviews. The data were then processed through identification, categorization, and systematization before being analyzed qualitatively to draw conclusions about the effectiveness and challenges in implementing Chapter III of Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants.

RESULTS AND DISCUSSION

1. Implementation of Chapter III of Government Regulation Number 94 of 2021 Concerning Civil Servant Discipline at the National Unity and Political Agency of Bandar Lampung City

Based on the interview results with Sri Muhyani, a Young Human Resource Analyst at the Regional Civil Service Agency (BKD), Government Regulation Number 94 of 2021 on Civil Servant Discipline contains clauses regarding the duties and prohibitions that civil servants (PNS) must adhere to in their daily activities. These obligations include absolute loyalty and obedience to the government, the Unitary State of the Republic of Indonesia, Pancasila, and the 1945 Constitution. Civil servants are required to maintain national unity and integrity, comply with official government directives, respect laws and regulations, perform official duties with commitment, integrity, understanding, and accountability, and demonstrate honesty and exemplary behavior both inside and outside the workplace.

Additionally, civil servants are obliged to maintain government confidentiality, be ready for placement throughout the Indonesian territory, attend oath-taking ceremonies, prioritize state interests over personal or group interests, report any actions that may endanger state security or finances, manage state property responsibly, and reject any form of gifts or rewards related to their official duties (Novirina, Interview, 2024).

On the other hand, this regulation also stipulates various prohibitions, including abuse of power, acting as an intermediary for personal gain, unauthorized employment abroad, working for foreign or international organizations without official assignment, and illegal possession or trading of state assets. Furthermore, acts that harm the state, arbitrary treatment of subordinates, obstruction of official duties, and the receipt or solicitation of work-related gifts are also prohibited. A civil servant's absence from work without legitimate reason for a certain number of days is also categorized as a disciplinary violation and subject to sanctions (Government Regulation No. 94 of 2021, Articles 3–8).

According to Novirina, Government Regulation Number 94 of 2021 also regulates the types, severity, and authority to impose disciplinary sanctions. There are three levels of sanctions: mild, moderate, and severe. Mild sanctions include verbal reprimands, written warnings, or official statements of dissatisfaction. Moderate sanctions consist of postponement of periodic salary increases, demotions, or reduction of performance allowances for a certain period. Severe sanctions include demotion for 12 months, suspension from office for one year, dismissal with honor not at own request, or dismissal without honor as a civil servant.

The authority to impose sanctions lies with various levels of officials depending on the type and gravity of the violation. These include the President, personnel development officers, high-ranking officials, and supervising officers. The mechanism for investigation and imposition of sanctions begins with an official summons, followed by an examination, decision issuance, and administrative recording. All decisions on disciplinary sanctions must be communicated to the concerned civil servant within fourteen working days (Interview with Ani Rahmawati, 2024).

Despite the regulatory framework, Enita Subuyanti, a Senior Auditor at the Inspectorate of Bandar Lampung City, revealed that violations of work discipline, particularly absenteeism and tardiness, remain common among civil servants. This reflects that the enforcement of Chapter III of Government Regulation No. 94 of 2021 at Kesbangpol has not yet been fully effective. Many civil servants are not aware of their obligations, and the enforcement of sanctions often lacks consistency and firmness. Civil servants, as the backbone of the state, are expected to uphold discipline, integrity, and professionalism in carrying out their duties to ensure good governance and public trust.

Therefore, the implementation of Chapter III of Government Regulation Number 94 of 2021 at Kesbangpol Bandar Lampung demonstrates partial compliance with the stipulated regulations. However, systemic challenges such as inadequate awareness, inconsistent enforcement, and weak supervision hinder its optimal realization. Strengthening ethical awareness and consistent supervision mechanisms are needed to realize disciplined and accountable civil service performance.

2. Inhibiting Factors in the Implementation of Chapter III of Government Regulation Number 94 of 2021 Concerning Civil Servant Discipline at the National Unity and Political Agency of Bandar Lampung City

Based on the interview with Sri Muhyani, several factors hinder the effective implementation of civil servant discipline at Kesbangpol. The first is the bureaucratic attitude toward time management. The culture of punctuality and discipline is still weak among public servants. Bureaucratic culture significantly influences the quality of public service delivery; when bureaucratic culture disregards time discipline, decision-making and service processes become slow and inefficient. This shows that bureaucratic transformation is not only institutional but also cultural, requiring strong leadership and continuous supervision.

The second inhibiting factor is the low legal culture among civil servants. A strong legal culture reflects compliance and respect for rules. In many cases, violations occur not due to ignorance but because of indifference and weak law enforcement. Consistent application of administrative and social sanctions, along with community-based control, can encourage a more disciplined work culture (Soerjono Soekanto, *Faktor yang Mempengaruhi Penegakan Hukum*, 2016).

Another factor is the absence of recognition or rewards for exceptional performance. Motivation is essential in maintaining discipline; without appreciation, civil servants may lose enthusiasm and commitment to uphold work discipline. Furthermore, sanctions that are not imposed firmly create a perception of impunity, weakening the overall enforcement of discipline.

According to Novirina, other obstacles include unfair treatment, inadequate welfare, unhealthy career patterns, and poor management. When leaders treat subordinates unequally or neglect career development, it fosters demotivation and indifference toward work. Moreover, low salaries compared to living costs may drive civil servants to engage in side jobs, reducing their focus and productivity.

The findings from Ani Rahmawati, Secretary of Kesbangpol, add that weak internal supervision (*waskat*), the lack of strict punishment, a crisis of exemplary leadership, and low motivation are the most dominant challenges. Weak supervision makes employees feel free to neglect duties, while leaders' lack of exemplary conduct diminishes respect for authority. The absence of firm punishment and motivation further worsens the discipline climate.

Therefore, it is evident that the implementation of civil servant discipline at Kesbangpol is constrained by multidimensional issues — from cultural to structural. Addressing these issues requires a holistic strategy involving leadership commitment, improved supervision systems, fair reward and punishment mechanisms, and strengthening of legal awareness through continuous education and example-setting by superiors.

CONCLUSION

Based on the results and discussion of the research, it can be concluded that the implementation of Chapter III of Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants at the National Unity and Political Agency (Kesbangpol) of Bandar Lampung City has been carried out in accordance with the applicable legal provisions, but it has not yet been fully effective and optimal. The enforcement of discipline among civil servants still faces challenges such as a lack of awareness, inconsistent application of sanctions, and weak supervision. Although Kesbangpol has made efforts to apply disciplinary principles and follow the provisions stipulated in the

regulation, there are still many violations related to attendance, work punctuality, and adherence to professional ethics. This shows that the implementation of discipline in Kesbangpol has not yet achieved the expected level of effectiveness in shaping civil servants who are professional, responsible, and committed to their duties as public servants.

The second conclusion is that several inhibiting factors significantly affect the enforcement of civil servant discipline in Kesbangpol, including low legal culture, weak law enforcement, the absence of firm and fair sanctions, lack of motivation due to minimal welfare and reward systems, and inadequate supervision from leadership. In addition, the bureaucratic culture that tolerates tardiness, the crisis of exemplary leadership, and the lack of awareness of the importance of discipline further weaken the implementation of Government Regulation Number 94 of 2021. Therefore, it is necessary to strengthen internal supervision mechanisms, increase leadership commitment, provide fair rewards and punishments, and foster legal awareness among civil servants to realize a disciplined, ethical, and high-performing bureaucratic environment that supports the achievement of good governance in the region.

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