

Analysis Of Employee Discipline Implementation In The Regional Secretariat Of North Central Timor District

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ABSTRACT

In connection with the work discipline of the state civil apparatus, the Government issued a regulation regarding employee discipline which contains obligations, prohibitions and sanctions for employees who violate. This regulation was made with the aim of improving the professionalism of civil servants, ensuring order, and the smooth execution of duties and accelerating decision making in the event of disciplinary violations of Civil Servants (PNS), as stipulated in Government Regulation Number 53 of 2010 concerning Civil Servant Discipline (Civil servants). To improve discipline for the Civil Servants (PNS) of North Central Timor Regency, since 2013 the Regional Government has implemented the mandate set out in Government Regulation Number 53 of 2010. However, in its application there are still many employees who are not disciplined in their work. This research is intended to analyze and describe the implementation of Government Regulation No. 53/2010 concerning Civil Servant Discipline at the Regional Secretariat of North Central Timor Regency. This study uses descriptive qualitative methods and data analysis techniques Milles and Huberman. The results of the study show that the Civil Servants in the Regional Secretariat of North Central Timor Regency in terms of PNS discipline have not been optimal and the level of discipline of Civil Servants is still very low which is evidenced by the level of violations and the imposition of disciplinary sentences of Civil Servants year and the dominant types of violations were committed, namely moderate to serious violations. As for other problems, namely the lack of socialization related to PNS discipline at the Regional Secretariat of North Central Timor Regency based on Government Regulation number 53 of 2010, Lack of understanding of Civil Servants of existing regulations due to lack of interest in reading civil servants to applicable regulations, and lack of assertiveness and courage by the leadership. OPD in imposing disciplinary sanctions for Civil Servants who commit violations

Keywords: Work Discipline, government regulations (PP No 53/ 2010).

INTRODUCTION

Since the enactment of Law Number 23 of 2014 concerning Regional Government, the Regional Government has been given the authority to regulate and manage households according to the existing resources in the area. The purpose of regional autonomy is that the regional government has the authority to formulate / formulate policies, development programs according to the aspirations or needs of the people in the region. Based on the objective of regional autonomy, regions are demanded to be more responsive in raising the aspirations of the local people as a basis for formulating policies and development programs to be more effective

and efficient. The very broad powers of regional autonomy often create the abuse of authority / power by the bureaucratic elite in the area. The implementation of regional autonomy without being controlled effectively by the community and the central government will have an impact on the quality of public services. The regional government through the concept of regional autonomy has great authority in formulating public policies according to the problems and needs of the people in the area. Hamid (2011). So that the role of the state civil apparatus needs to be increased as agents of change through the development of policy systems and public management. Because the state apparatus functions as a motivator and facilitator in order to achieve the goals that have been set. Facing very complex and dynamic social problems, the government bureaucracy system must be required to leave the old bureaucratic pattern where the old bureaucratic system was rigid, slow, less responsive, and corrupt. Government officials must be able to accommodate all public needs and increase community participation in the development process. Thus, the work discipline of the state civil apparatus needs to be improved in dealing with complex and dynamic public problems. Discipline of civil servants is the main thing in the implementation of government and development tasks in achieving its goals. So that the government in launching a national discipline movement that starts from each individual employee, which then the government makes it a Government Regulation regarding employee discipline which contains obligations, prohibitions and sanctions for employees who violate. This regulation was made with the aim of improving the professionalism of civil servants, ensuring order, and the smooth execution of duties and accelerating decision making in the event of disciplinary violations of Civil Servants (PNS), as stipulated in Government Regulation Number 53 of 2010 concerning Civil Servant Discipline (Civil servants).According to Alex S. Nitisemita in Patmarina (2012): "Work discipline is an attitude, behavior and actions in accordance with the rules of the company, both written and unwritten". According to Prajudi Atmosudirjo in IGWursanto (1995): "Work discipline is obedience to an institution or organization along with all the provisions without using feelings, only on the basis of conviction and awareness that without such obedience what constitutes a provision in organizational goals cannot be achieved. Furthermore, Hasibuan (2002), work discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Awareness is an attitude of an individual who voluntarily obeys all the rules and is aware of his duties and responsibilities.

In the implementation of bureaucratic reform, the government issued Law Number 5 of 2014 concerning State Civil Apparatus (ASN). However, the provisions regarding discipline are regulated in Government Regulation Number 53 of 2010 concerning the discipline of Civil Servants (PNS). To improve the discipline of the Civil Servants (PNS) of North Central Timor Regency, since 2013 the Regional Government has implemented the mandate contained in Government Regulation Number 53 of 2010, but in its implementation it is still limited to socialization activities. Following up, for disciplinary violations committed by Civil Servants (PNS), in 2014 the North Central Timor Regency government formed an Examination Team with letter number: BKD.X.862 / 156 / XI / 2014 which aims to conduct investigations on Civil Servants (PNS) who committed an offense with the threat of moderate and severe punishment. As for the examination of light disciplinary punishment, it is carried out by the leadership of the

Regional Apparatus Organization (OPD). This policy was made to follow up the Regulation of the Head of the State Personnel Agency Number 21 of 2010 concerning Provisions for the Implementation of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline (PNS).

This condition explains that the Government is not serious in its implementation. Another thing is that to date, there have been no other derivative regulations in the form of Regional Regulations and Regent Regulations, while these regulations have been passed since 2010.

Based on data obtained at the Regional Civil Service Agency Office of North Central Timor Regency, the number of Civil Servants (PNS) of North Central Timor Regency in 2019 decreased by 208 people, due to the implementation of the central government's moratorium policy in the recruitment of regional Civil Servants (PNS). The details are in 2017 there were 5,408 people, and in 2019 there were 5,110 people.

In its implementation, there are several disciplinary violations committed by Civil Servants, as shown in table 1.1 below.

Table 1.

Data on the Imposition of Year Discipline Sentences 2014 - 2019

No		Types of Punishment	Year						
			2013	2014	2015	2016	2017	2018	2019
1	Severe Punishment	The lower rank demotion for 3 (three) years	-	1	-	9	1	1	-
2	Severe Punishment	Exemption from office	-	1	1	1	4	4	1
3	Severe Punishment	Dismissal with respect	2	2	2	7	1	4	-
4		Free verdict	-			-			-
5	Moderate punishment	Postponement of regular salary increases	-	-	-	-	-	-	1
6	Moderate punishment	The lower rank demotion for 1 (one) year	-	-	-	-	-	-	1
7	Severe Punishment	Disrespectful dismissal	-	-	-	-	-	-	21
AMOUNT			2	4	4	17	6	9	26

Source: BKD North Central Timor Regency (2020)

From table 1.1 regarding the Imposition of Disciplinary Punishment, it can be explained that the Level and Types of Disciplinary Punishment that can be imposed on Civil Servants (PNS) are regulated in Article 7 PP 53 of 2010, namely the level of disciplinary punishment

consists of mild disciplinary punishment, moderate disciplinary punishment and severe disciplinary punishment, among others, the violation of personnel, namely committing a criminal act of corruption, adultery, absent from work without valid information and other general violations.

Observing the problems above which are located at the Regional Secretaria of Timor Tengah Utara Regency, there is a need for handling related to Civil Servant Discipline. Therefore, the researcher wants to analyze " Analysis Of Employee Discipline Implementation In The Regional Secretariat Of North Central Timor District"

The purpose of this study is to analyze and describe the implementation of Government Regulation No. 53/2010 concerning Civil Servant Discipline at the Regional Secretariat of North Central Timor Regency.

The researcher then chooses the indicators of work discipline from (Moekijat, 2005) namely obedience to regulations, compliance with official orders, adherence to working hours, compliance with uniforms, compliance in the use and maintenance of office facilities and infrastructure, working according to procedures. and linking it to the implementation of Government Regulation No. 53/2010. to see the extent of its application in the regional secretariat of North Central Timor Regency.

METHOD

The method used in this research is descriptive qualitative with an exploratory approach. The focus of this research is to analyze and describe the implementation of Government Regulation No. 53/2010 concerning Civil Servant Discipline at the Regional Secretariat of North Central Timor Regency. The data collection techniques in this study were interviews, observation and document study, while the data analysis techniques were Miles and Huberman. Sugiono (2002).

RESULT AND DISCUSSION

Analysis of the work discipline of Civil Servants at the Regional Secretariat of North Central Timor Regency

The implementation of good governance is an absolute necessity of the majority of the people for the creation of a political system of government that is more pro-people's interests in accordance with universal democratic principles. Tomuka (2012). In good governance, Civil Servants are one of the most urgent elements in realizing good bureaucratic administration. Where civil servants are required to work professionally to change the mindset and behavior of civil servants and officials in achieving a set goal. In government administration, civil servants are required to create order and discipline at work.

The Regional Government of North Central Timor Regency in the Regional Secretariat of TTU Regency in terms of discipline applies Government Regulation Number 53 of 2010 concerning civil servant discipline. This Government Regulation regarding PNS discipline includes, among other things, obligations, prohibitions and disciplinary penalties imposed on PNS who are proven to have committed violations. The imposition of disciplinary sentences is intended to foster civil servants who have committed violations, so that they have an attitude of regret and try not to repeat and improve themselves in the future.

With this, based on the results of interviews by researchers with informants in the field, there are still cases of violations of civil servant disciplinary sentences ranging from light disciplinary sentences, moderate disciplinary sentences to severe disciplinary sentences to dismissal of civil servants who commit serious violations.

According to researchers, there are still many civil servants in the Regional Secretariat of the North Central Timor Regency and other agencies in the North Central Timor Regency district who still violate disciplinary penalties, especially moderate and severe disciplinary punishments where there is a lack of understanding related to Government Regulation Number 53 of 2010 concerning civil servant discipline, since in The issuance of PP Number 53 of 2010 has been socialized since 2011 and has been implemented since 2013 carried out by the North Central Timor Regency district government, in this case the North Central Timor Regency BKD in the People's Welfare section has only conducted socialization once and that is only in the form of sharing Copyan of Government Regulation number 53 of 2020 to -Each agency, where the lack of interest in reading from these Civil Servants has resulted in a lack of understanding by civil servants and officials so that many rules are ignored, leading to disciplinary violations to the imposition of civil servant disciplinary sentences.

In addition to the lack of understanding of civil servants in the North Central Timor Regency regional government, especially in the Regional Secretariat, there is a lack of assertiveness and lack of courage by each OPD leader in providing disciplinary penalties for civil servants who commit violations, so that there is no deterrent effect for civil servants who commit violations, there should be firmness and courage from the PNS leadership itself in providing sanctions for violators. Where can be seen from the increasing violations of civil servants every year until they are fired. In general, the level of discipline for Civil Servants based on Government Regulation Number 53 of 2010 concerning Civil Servant discipline is considered very low because each year the imposition of disciplinary sentences is increasing. From the imposition of civil servant disciplinary sentences ranging from light punishment, moderate punishment and severe punishment, the most violations carried out were moderate and severe disciplinary sentences including immoral cases and entering the office without clear information for hundreds of days. Regarding the light disciplinary punishment, where the light disciplinary punishment was taken over directly from the OPD leadership, from the results of interviews with informants, the researcher said that many civil servants committed violations ranging from going out of the office, to not being in the office for more than 15 days without any reason but there was no action from the OPD leadership in this regard as if the rules were ignored and ignored by the OPD leadership without a firm warning or taking an action by giving strict sanctions by the relevant OPD leadership. According to researchers, from the results of interviews with informants in the field that the OPD leadership did not take action was due to

a lack of courage and the leadership's lack of understanding of the rules and also because of a familial relationship between the leadership and civil servants who violated the light disciplinary punishment so that it was left unpunished. Based on the results of research and analysis of researchers, it can be described that the level of civil servant discipline at the Regional Secretariat of North Central Timor district is still very low because the level of civil servant disciplinary violations increases every year as seen from the data on the imposition of civil servant disciplinary sentences in North Central Timor Regency every year.

Supporting and Barrier Factors for Work Discipline in Civil Servants at the Regional Secretariat of North Central Timor Regency Regency

To find out the supporting and inhibiting factors in the implementation of Government Regulation No. 53/2010 concerning the discipline of Civil Servants at the Regional Secretariat of the North Central Timor Regency, the researcher used Moekijat theory (2005), namely a) Obedience to regulations, b) Compliance with official orders, c). Compliance with working hours, d) Compliance with uniform clothing, e) Compliance with the use and maintenance of office facilities and infrastructure, f). Work according to procedures.

1. Compliance with Regulations

The results of the research show that Civil Servants are legally obliged to obey and carry out any regulations issued by the government, if the Civil Servant violates, they will be given strict sanctions by the competent superior, so that the rules that have been made and implemented can be properly enforced. And every leader should be a good example for his subordinates where compliance with these regulations is certainly and must be carried out by Civil Servants because of the demands for achieving the goals of an organization, civil servants are supposed to follow and obey. Obedience in regulations is one of the factors that affect discipline Civil servants so that it is necessary to have the awareness of every civil servant in obeying every applicable rule so that civil servant discipline can run well which will have an impact on achieving organizational goals can be achieved properly.

2. Compliance with Official Orders

The Civil Servants of the Regional Secretariat of the North Central Timor Regency in carrying out official orders in principle have gone well, but why did the employees not carry out orders from their superiors because they were caused by organizational environmental factors so that the working relationship between the civil servants themselves and their leaders became tenuous where previously disciplined good will slowly decrease and it is a form of resistance to his dissatisfaction with the leadership. As a leader, he is obliged to create a comfortable work environment for his subordinates, so that everything can be well organized, and as a leader he does not differentiate between one employee and another so as not to cause jealousy among employees. In creating a comfortable working atmosphere, as a leader, he must show his ability to lead a point and if he finds that his subordinates do not carry out their orders without clear reasons because of the employee's laziness, he must be

firm by taking a decision with strict sanctions in accordance with the rules applies so that there is a clear effect on the civil servants themselves and also on other civil servants.

3. Compliance with Working Hours

The imposition of strict sanctions by the leadership plays an important role in disciplining civil servants in terms of obedience to working hours because it will have a good impact and a deterrent effect for naughty Civil Servants and also here the Civil Service Police must have a sufficient role in enforcing the rules that have been implemented so that there is direct supervision to discipline employees who do not heed existing regulations so that civil servant discipline can in terms of obedience to working hours be in accordance with what is expected where the process of administering government can run effectively, that one of the keys to the success of achieving goals is obedience time at work.

4. Uniform Compliance

In principle, the use of official uniforms by civil servants in North Central Timor Regency is already using official uniforms, but starting from the uniformity of colors, especially the black and white uniform worn on Monday, Tuesday and Wednesday does not comply with the provisions and the use of traditional clothing and uniforms with regional motifs civil servants cannot distinguish themselves so that it is always wrong to use regional customary uniforms and regional motifs on the specified day. This indifferent attitude towards the use of official uniforms has become a habit that is often shown by civil servants in the scope of North Central Timor Regency, Back again to the firmness of the leadership in following up on violations committed by civil servants and also which has an impact on increasing the discipline of civil servants in using these official uniforms.

5. Compliance in the use and maintenance of office facilities and infrastructure

The results showed that the compliance in the use and maintenance of office facilities and infrastructure in each agency in the North Central Timor Regency Regional Secretariat was not maximized, especially for two-wheeled and four-wheeled vehicles, where the use for service was less than for personal needs, for example the official car was only used by the leaders themselves. , it should be allocated for all to be able to use it for official affairs, now this is what the leaders in each agency need to pay attention to, while the two wheels are the same.

6. Work according to the procedure

According to civil servant researchers at the regional secretariat of North Central Timor Regency, they have worked according to the procedure, but there are still many civil servants who do discipline, where for example entering and leaving the office is not determined. Firmness and firm sanctions by the leadership will have a clear effect on those who carry out such disciplinary actions, increasing disciplinary violations by civil servants due to the lack of courage in the leaders in the related core of giving a firm sanction so that this becomes a bad culture and habit. where this will have an impact on service to the public being hampered, where people who want to need maximum service must be accused because of the disciplinary actions carried out by these PNS elements. The importance of assertiveness and courage of leaders in making decisions in the issuance of disciplinary sanctions is very

important so that there is a clear effect and will have an impact on increasing discipline in work and everything will run well and smoothly.

CONCLUSION

From the results of the above discussion, it can be concluded that the Civil Servants in the Regional Secretariat of the North Central Timor Regency in terms of PNS discipline have not run optimally and the level of discipline of Civil Servants is still very low, which is evidenced by the level of violations and the imposition of disciplinary penalties for Civil Servants from the year. From year to year it increases every year and the dominant types of violations are made, namely moderate to serious violations. As for other problems, namely the lack of socialization related to PNS discipline at the Regional Secretariat of North Central Timor Regency based on Government Regulation number 53 of 2010, Lack of understanding of Civil Servants of existing regulations due to lack of interest in reading civil servants to applicable regulations, and lack of assertiveness and courage by the leadership. OPD in imposing disciplinary sanctions for civil servants who violate work discipline.

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