State Civil Apparatus Discipline Development (ASN) at the Aceh Youth and Sports Service (Study on the Implementation of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline)

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Abstract

Discipline is a compliance with the rules, norms, standards, laws and regulations that have been determined or applied. The method used in this research is through a qualitative approach. In this study, the selection of informants used sampling with the technique ofpurposive sampling. The informants in this study consisted of 5 people, namely, the secretary of the Dispora, the Head of the Sub-department of Personnel, and 3 ordinary ASN employees. The data collection techniques used in this study were (1) interviews, (2) observations, and (3) the use of document sources and literature study. Activities in data analysis are: Condensation of data, presentation of data and drawing conclusions. Discipline development carried out by the Aceh Youth and Sports Service (DISPORA) Aceh is in the form of giving salaries at the beginning of the month, not on the 1st, can be missed if at the beginning of the month it falls on a weekend, the salary given is sent through the accounts of registered ASN . Old-age benefits are given to ASN after the ASN retires, but the retirement salary itself has a lot of correspondence that must be taken care of and it takes time. The implementation of sanctions for violations of ASN discipline at the Aceh DISPORA is only light discipline, namely in the form of verbal warnings and written warnings as well as written statements of dissatisfaction, for cases such as abuse of authority and intermediaries to gain profits do not reach the supervisory party because the supervisory party does not go into depth when there are field activities.

I. Introduction

Discipline is a compliance with the rules, norms, standards, laws and regulations that have been determined or applied. In a narrower sense, discipline is a rule that is applied to correct wrong behavior and attitudes in employees. Discipline is defined as the ability and willingness to comply with obligations, and stay away from existing prohibitions. A good form of discipline will be reflected in the atmosphere, namely the high sense of concern for employees towards achieving government goals. High enthusiasm and enthusiasm for work

and employee initiative in doing work. The sense of responsibility of employees to carry out their duties as well as possible. The development of a sense of belonging and a high sense of solidarity among employees. Increased work efficiency and productivity of employees that can be fostered.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Veithzal, 2006:444). Another definition of discipline is a procedure that corrects or punishes for violating a rule or procedure (Simamora, 2004: 610).

Discipline coaching can be interpreted as maintaining employees in carrying out their obligations and not violating existing regulations, coaching is carried out so that employees do not violate existing rules, but if a violation has occurred it will be fostered not to commit violations continuously or mistakes that are repeated. .

In the Government Regulation of the Republic of Indonesia, Civil Servant Discipline is the ability of Civil Servants to comply with their obligations and avoid the prohibitions stipulated in the laws and regulations and/or official regulations which, if not obeyed or violated, will be subject to disciplinary punishment. Discipline violations are every words, writings, or actions of a civil servant who do not comply with the obligations and/or violate the prohibition on the disciplinary provisions of civil servants, both inside and outside working hours. Because of this, any behavior that is not good will be suspected as a violation of discipline, and continuous coaching must be carried out so that the person concerned becomes a better person in carrying out his duties. In general, coaching can be interpreted as providing direction to achieve certain goals.

Discipline development carried out by ASN is related to the obligations and prohibitions that are the responsibility of ASN. Furthermore, with regard to obligations, to enter work and comply with the provisions of working hours for each ASN, it is obligatory to carry out those related to carrying out official duties. Official duties must be prioritized over other activities, prioritizing the interests of the State, must take precedence in their implementation.

The prohibition that must be obeyed for ASN in disciplinary development must be based on statutory regulations or official regulations. If there are ASNs who do not violate, they will be subject to disciplinary sanctions, especially with regard to abuse of authority. Employees who abuse their authority will be punished according to applicable regulations.

In the provision of disciplinary coaching sanctions to ASN, it has been regulated in the lawGovernment Regulation Policy Number 53 of 2010 concerning Civil Servant Discipline. The regulations are briefly in the form of sanctions consisting of light sanctions in the form of verbal warnings, written warnings, and written statements of dissatisfaction. Furthermore, moderate sanctions are in the form of delaying periodic salary increases in the form of delays in promotion, demotion. Then demotion. Severe sanctions in the form of being laid off, termination of employment (PHK).

The facts found in the observations made to ASN who served in the Aceh Youth and Sports Office were several cases that had violated discipline, while the violations were in the form of being late for work, not coming to work for days, abuse of authority, disciplinary problems that were considered trivial. if it occurs continuously, of course it will have a bad impact, especially if this violation is considered a normal and reasonable thing to do in daily activities at the Aceh Dispora Office, many violations are committed by irresponsible ASN elements. However, the imposition of sanctions is felt to be not sufficiently balanced with the disciplinary violations that have been committed.

The imposition of sanctions consisting of:minor sanctions in the form of verbal warnings, warnings are still reduced given to minor discipline violators. Written warnings are only given to people who do not deserve a reprimand. A written statement of dissatisfaction has not yet been made. Furthermore, moderate sanctions are in the form of delaying periodic salary increases and delays in promotion, demotion.

II. Review of Literature

2.1 Public Policy Theory

Policy is a government instrument, not only in the sense of government which only concerns the state apparatus, but also governance which touches on the management of public resources. Policies are essentially decisions or choices of actions that directly regulate the management and distribution of natural, financial and human resources for the public interest, namely the people, residents, communities or citizens. Policy is the result of synergy, compromise or even competition between various ideas, theories, ideologies and interests that represent a country's political system. In the implementation of government politics in the regions, it is not possible to only prioritize one aspect (economics) but it is important to pay attention to other aspects, namely environmental sustainability so that the implementation of green government is very important in supporting environmental sustainability in the political process of government in the regions (Dama, 2021). The Government of the Republic of Indonesia was formed to protect the whole of the Indonesian people (Angelia, 2020).

Heinz Eulau and Kenneth Prewitt, 1973 in Leo Agustino (2006:6) in their perspective define public policy as a permanent decision characterized by consistency and repetition of the behavior of those who make and those who comply with the decision.

As for Carl Friedrich, 1969 in Leo Agustino (2006:7) which says that policy is a series of actions or activities proposed by a person, group, or government in an environment, especially where there are obstacles and possibilities where the policy is proposed so that useful in overcoming it to achieve the intended goal.

According to Bridgman and Davis, 2005 in Edi Suharto (2007:3) explains public policy in general contains the notion of 'whatever government chooses to do or not to do'. That is, public policy is 'whatever the government chooses to do or not to do'. Meanwhile, according to Hogwood and Gunn, Edi Suharto (2007:4) states that public policy is a set of government actions designed to achieve certain results.

Bridgeman and Davis 2004 in Edi Suharto (2007:5) explain that public policy has at least three interrelated dimensions, namely as an objective (objective), as a legal or legal choice of action (authoritative choice), and as a hypothesis (hypothesis).
1. Public Policy as a Goal
   Public policy is ultimately about public achievement. That is, public policy is a series of government actions designed to achieve certain results expected by the public as government constituents.
2. Public Policy as a Legal Choice of Action
   The choice of action in the policy is legal or authoritative because it is made by institutions that have legitimacy in the government system. The decision binds civil servants to act or direct the choice of actions or activities such as preparing draft laws or government regulations for consideration by parliament or allocating budgets to implement certain programs.
3. Public Policy as a Hypothesis
   Policies are made based on theories, models or hypotheses regarding cause and effect. Policies always rely on assumptions about behavior. Policies always contain incentives

that encourage people to do something. Policies also always contain dissentives that encourage people not to do something. Policies must be able to unify estimates of the success that will be achieved and the mechanism for dealing with failures that may occur.

In relation to the definitions above, it can be concluded that there are several main characteristics of a public policy definition. First, public policy generally focuses on actions that have a specific purpose or purpose rather than changing or random behavior. Second, public policy basically contains parts or patterns of activities carried out by government officials rather than separate decisions. Third, public policy is what the government actually does in regulating trade, controlling inflation, or offering public housing, not what is meant to be done or will be done. Fourth, public policy can be positive or negative positively, policy involves some clear government action in dealing with a problem, negatively, public policy can involve a government official's decision not to take an action or not to do anything even though in that context government involvement is very necessary. Fifth, public policy is at least positively, based on law and is an action that is commanding.

2.2 Policy Implementation Theory

Policy implementation is a crucial thing in the study of public policy, so Edward III in Santosa (2013: 41) states that "Policy implementation is the stage of policy making between policy formations" (Policy the stage of policymaking between the establishments of a policy). The importance of policy implementation in the policy process is emphasized as emphasized by Udoji in Santosa (2013: 42) revealing as follows "the implementation of policies is important if not more important than policy making" (The execution of policies is important if not more important than policy making).

In relation to the management of public interest according to the views of Shafritz and Russel in Santosa (2013:42) argues that as follows "Implementation is the process of putting government programs into effect, it is the total process of translating legal mandates, whether executive orders or laws passed into appropriate program directives and structures that provide creative services or goods".

From the opinion above, it can be understood that the sources to achieve the goals that have been set by policy makers include people, funds, organizational capabilities, whether carried out by the government or the private sector (individuals or groups).

Meanwhile, Udoji in Wahab, (2013: 5) defines state policy as "an action sanctioned that leads to a specific goal directed at a particular problem or group of interrelated problems that affect the majority of the community". Furthermore, Jenkins (Wahab, 2013:4) formulates state policy as a series of interrelated decisions taken by a political actor with regard to the goals that have been chosen and the ways to achieve them in a situation where the decisions are in principle still within the limits the limits of the powers of these actors.

2.3 Stages of Policy Implementation

Islamy (2013: 102-106) divides the implementation stage into 2 forms, namely:
  a) Self-executing nature means that with the formulation and ratification of a policy, the policy will be implemented automatically, for example the policy of a country that formally recognizes the independence of a new country.
  b) Non-Self-Executing means that public policies need to be realized and implemented by various parties so that the objectives of making these policies are achieved, for example regional development policies.

Wahab (2013: 112) divides the stages of implementation with the following sequence of steps:

a) Designing (designing) the program along with the details of tasks and the formulation of clear objectives, determining the size of work performance, costs and time;

b) Implement the programme, making use of appropriate structures and personnel, funds and resources, procedures and methods;

c) Establish a system of scheduling, monitoring and appropriate monitoring facilities to ensure that the right and correct actions can be implemented immediately.

2.4 Coaching Theory

Coaching comes from the basic word "bina" which means to build, which is to establish or create as well as guide towards obedience to something. The purpose of coaching is to develop and strengthen the attitudes and behavior of employees so that they are obedient and obedient to national aspirations and ideals, the constitution and laws through the socialization process. The obedience of employees to the constitution and state laws is an objective requirement for every nation to create an orderly, orderly and dynamic society, nation, and state that covers all aspects of life.

If the work done is analyzed and the stages of implementation have been determined, the ways of doing the work according to the instructions have been determined, then the leadership through employee development that has been carried out only needs to think about how to give orders to employees who will carry out their functions. Something that will change, such as people's habits and attitudes, the coaching should need to be reviewed and ways to approach it should be considered.

Here, a superior should not rely on coaching authority or authority alone, because it is possible that a small number of employees will not show their compliance even though continuous coaching is carried out.

According to Musanef (2012: 24) defines "Coaching is everything that is directly related to the planning, preparation, development, direction, use and control of everything in an efficient and effective manner".

It is clear that the coaching referred to in the theory above is a comprehensive activity contained in a cooperative system in an activity process. The guidance carried out from planning to control adheres to the principles of efficiency and effectiveness, and has the maximum possible objective, both measured in terms of effective and efficient use of costs and time.

Furthermore, the characteristics of coaching according to Mappa (2012: 24) are:

a. Work carried out by a person in order to achieve the highest level of maturity and coaching goals.

b. The coaching procedure is designed in such a way that the goals to be achieved are directed

c. Coaching as a regulator of the learning process must design and choose events that are suitable for the fostered children

d. Coaching is defined as an effort to arrange appropriate conditions.

2.5 Discipline Theory

Discipline is an attitude, behavior and action in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, late entry, and early departure of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management.

Many interpret discipline when employees always come and go home on time. That opinion is just one that the organization demands. Therefore, discipline can be interpreted as

written or unwritten behavior. Hasibuan (2013:212) Work discipline can be defined as an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry out them and not shirk to accept the sanctions if he violates his duties and authorities given to him.

Meanwhile, according to Rivai, discipline is the most important HRM operative function, because the better the employee discipline in the company, the higher the work performance that can be achieved. (Rivai, 2009:824). Employee discipline is someone's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior and actions that are in accordance with the regulations of the organization, both written and unwritten (Sutrisno, 2012: 94).

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Veithzal, 2006:444). Another definition of discipline is a procedure that corrects or punishes for violating a rule or procedure (Simamora, 2004: 610).

Discipline is the desire and awareness to obey organizational rules and social norms. Therefore discipline is an important means to achieve goals, so discipline development is a very important part of management. Any management in its implementation requires the discipline of all members of the organization. Discipline is also said to be a means to train and educate people to the rules so that there is compliance and so that they can run in an orderly and orderly manner in the organization. Discipline is also said to be a means of communicating with employees so that employees want to do what is recommended by their superiors and in accordance with established company regulations. Enforcing an important discipline for the company, because discipline contains rules that must be obeyed by employees. With discipline is expected to make work as efficient as possible. Work discipline can be seen as something that has great benefits, both for the benefit of the organization and for the employees. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained.

Meanwhile, according to Terry (2013:12) in his quote about discipline is an "employee driving tool". In order for each job to run smoothly, it must be endeavored to have good discipline. Further for Beach in his quote that discipline has two meanings. "First, it involves learning or molding behavior by expecting a reward or punishment. Second, this discipline is only concerned with punitive measures against wrongdoers.

According to Fahmi (2016: 91) explains that "Work discipline is an attitude of respect, respect, obedience, and obedience to regulations.¬applicable regulations, both written and unwritten and able to carry out properly and responsibly.

Nitisemito (2012:19) mentions "To improve discipline" it is not easy, there needs to be firmness for those who are not disciplined in the form of punishment, so in essence discipline is a limitation of power for employees. Fathoni (2012: 26) work discipline is "a person's awareness and willingness to obey all agency regulations and applicable social norms".

Work discipline is very important for the employee concerned and for the employee organization because work discipline will influence employee productivity. Therefore, employees are the main driving force in the organization. Good work discipline reflects a person's sense of responsibility for the tasks assigned to him.

III. Research Methods

3.1 Research Approach

The method used in this research is through a qualitative approach in obtaining and interpreting the data that has been obtained from the informants in this study. Descriptive method will be used to get an overview of how to develop ASN discipline at the Aceh Youth and Sports Service (Study on Implementation of Government Regulation Policy Number 53 Years). 2010 concerning Civil Servant Discipline).

3.2 Research Focus

Spradley in Sugiyono (2012: 208) states that focus is a single domain or several related domains of social situations. In qualitative research, the determination of focus is based more on the level of novelty of information that will be obtained from the social situation (in the field).

The research focus is a basic guideline for researchers to obtain a clear picture in conducting research so that researchers do not deviate from research methods and reduce difficulties in obtaining data. In order for this research to be more directed to the research objectives that have been presented in the previous chapter, the focus of this research is the discipline development of civil servants at the Aceh Youth and Sports Office with the Implementation of Government Regulation Policy Number 53 of 2010 concerning Civil Servant Discipline.

IV. Discussion

4.1 Implementation of Disciplinary Sanctions for State Civil Apparatus at the Aceh Youth and Sports Service
a. Policies regarding Discipline Development

Based on the results of interviews with several research respondents, the researchers concluded about the policies carried out in discipline development in order to implement government regulation number 53 of 2010 namely the policy carried out is to give rewards in the form of additional income if there are employees who have good performance and get punishment in the form of discounts or reduction of income for sub-optimal performance.

b. Follow-up Sanctions

Regarding the follow-up to the provision of disciplinary sanctions to individuals who carry out sanctions in accordance with existing regulations, but in reality violations are often considered trivial and rarely processed in the Aceh Dispora if there are only minor violations in the form of light sanctions, namely verbal warnings.

c. Discussion

Based on this, the researcher concludes that the implementation of coaching at the Aceh Dispora office is good, but there are still shortcomings such as superiors who are too indifferent to the situation, in fact the role of superiors can affect the disciplinary environment in the office as stated by Surachmad (1993: 24) formed in a long time, one of the processes to shape the personality is carried out through a training process, the training is carried out between employees, leaders and all personnel in the organization.

4.2 Inhibiting Factors Discipline Development

The inhibiting factor itself is also based on many things, especially the statement that it is difficult to fire civil servants, which is true in reality on the ground if the civil servants only violate light sanctions related to PP number 53 of 2010. However, this does not apply to other things.

V. Conclusion

5.1 Conclusion

In this last chapter, conclusions will be presented regarding the findings in the State Civil Apparatus Discipline (ASN) study at the Aceh Youth and Sports Service (Implementation Study on Government Regulation Policy No. 53 of 2010 concerning Civil Servant Discipline) following:

1. Implementation of the discipline of State Civil Apparatus at the Aceh Education and Sports Office. The implementation of coaching is quite good, because it has been regulated in Government Regulation No. 53 of 2010, in fact the implementation of coaching is still inefficient because there are violations whose sanctions process is slow and not all violations are subject to sanctions because many superiors are not very proactive in carrying out disciplinary coaching.
2. The implementation of disciplinary sanctions for the State Civil Apparatus at the Aceh Education and Sports Office is to impose sanctions on individuals who violate regulations such as violations of employees who arrive late, leave before working hours, and find employees who like to chat during working hours going out of the office during working hours for personal interests, the implementation of violations only occurs with light sanctions, the rest there are no moderate or severe cases that occur. After being sanctioned, usually those who violate the rules will be re-trained with the aim of not violating the regulations in the future.

5.2 Suggestion

The suggestions for the study of State Civil Apparatus Discipline (ASN) at the Aceh Youth and Sports Service (Implementation Study on Government Regulation Policy No. 53 of 2010 concerning Civil Servant Discipline) are:

1. It is better for superiors to be caring, cooperative and proactive in implementing government regulation No. 53 of 2010 so that the implementation process can run as expected and with a proactive superior it will make the environment more conducive and prevent employees from violating discipline.
2. The implementation of sanctions should be in accordance with the violations that occurred, superiors and employees should not turn a blind eye to minor violations that occur, because they will have a bad impact on the work environment and hinder the implementation process of Government Regulation Number 53 of 2010 concerning work discipline to ASN Dispora Aceh.

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