

Implementation of the I'DIS (Integrated Discipline) Application in Imposing Disciplinary Punishments on Civil Servants in Government Agencies in the Province of North Sulawesi

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Abstract. *The use of the I'DIS Application in the implementation of the Imposition of Disciplinary Punishments for Civil Servants is indicated to be inconsistent between regulations and their implementation. Many Government Agencies in the working area of the Regional Office XI BKN Manado still do not use the I'DIS Application and do not understand the input process or have not reached the stage of the process of making a Disciplinary Punishment Decree. This study aims to describe and analyze the Implementation of the I'DIS (Integrated Discipline) Application in the Imposition of Disciplinary Punishments for Civil Servants in Government Agencies in the Province of North Sulawesi. By using a qualitative design, it was found that the Implementation of the I'DIS Application in the imposition of disciplinary punishments for Civil Servants in Government Agencies in the Province of North Sulawesi still lacks a deeper understanding of the application, especially when technical guidance is carried out online. Likewise, resources including human resources, facilities and infrastructure are inadequate.*

Keywords: *Civil Servants, I'DIS Application, Disciplinary Punishment*

Received: August 7, 2024

Revised: August 23, 2024

Accepted: September 28, 2024

INTRODUCTION

The State Civil Apparatus (ASN) is tasked and functions in implementing public policies, public services, and as a glue and unifier of the nation. In implementing public policies, ASN has a role as a planner, implementer, and supervisor of the implementation of the main functions of government and development. Civil Servants or PNS as elements of ASN are expected to adhere to the Core Values of Morality which are Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Basic values are the foundation for PNS to implement their duties in society. Therefore, PNS who are Servants of the State and the Community are required to implement their duties and functions according to the obligations and prohibitions that have been mandated by applicable regulations. To obtain these conditions, regulations are needed on PNS discipline that can increase discipline in implementing duties and motivate increased capabilities among PNS.

The government has issued Government Regulation Number 94 of 2021 concerning PNS Discipline, which regulates the provisions regarding the imposition of disciplinary sanctions on PNS, both those that must be carried out and those that must be avoided. With the aim of creating good governance, various efforts need to be made, especially within the government. The government is trying to improve the way the government works in all areas. One concrete effort

is through the implementation of the Electronic-Based Government System (SPBE), the government's effort to improve the quality of services to the community through the use of information technology systems. Presidential Regulation Number 95 of 2018 is a guideline for the government in optimizing the implementation of public services and implementing good governance. This regulation aims to ensure that all government activities can be monitored and accounted for.

In line with the mandate of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, it states that "The decision on disciplinary punishment for civil servants must be documented by the personnel management officer in each agency. Furthermore, the decision on disciplinary punishment will be used as one of the references in the career development process of the employee concerned. All related documentation, including documents on the results of the examination, will be integrated into the ASN Information System." In accordance with the stipulation of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, the State Civil Service Agency (BKN) has developed the Integrated Discipline (I'DIS) Application V.1.0, which was previously launched in early 2021 before the issuance of PP No. 94 of 2021, and on March 21, 2023, the I'DIS Application V.2.0 was launched again. The use of the I'DIS application is based on Article 39 Paragraph (3) of PP No. 94 of 2021.

It is emphasized that documentation of disciplinary decisions, including documentation during the examination, must also be uploaded to the intended system (Siona & Rustandi, 2023). In accordance with Article 53 paragraph (4) of the State Civil Service Agency Regulation Number 6 of 2022, which is a derivative regulation of PP No. 94 of 2021 concerning Civil Servant Discipline, it is stated therein that this system has been connected and integrated with the State Civil Service Information System (SIASN), namely the BKN I'DIS Application which is managed by the State Civil Service Agency. This integration allows data access and management through the portal <https://idis-siasn.bkn.go.id>." The I'DIS application is expected to become a national monitoring system, PPK or Pybm is easier to determine and impose disciplinary sanctions according to procedures, and PNS disciplinary punishment data can be known in real time.

According to Sa'adah, (2017) So that previous conditions such as unprocedural at the stage of imposing disciplinary sanctions, it is also highly expected to facilitate supervision of the disciplinary punishment imposition process and the presentation of real-time disciplinary punishment data. In each Government Agency there is an agency Admin who is tasked with managing the employee discipline process through the I'DIS application, assigned to 1 (one) employee in the personnel unit environment in this case Employees at BKD / BKPSDM / BKPSDMA / BKPP. Added in the Circular of the Minister of PAN-RB Number 1 of 2021 concerning the Enforcement of ASN Employee Discipline has regulated that the implementation of disciplinary punishment for ASN Employees, both by the Personnel Development Officer and authorized officials, must be carried out through the I'DIS Application (Integrated Discipline), as a step to optimize the process of enforcing discipline.

BKN as a Non-Ministerial Government Institution is tasked with carrying out the role of government in the field of State personnel management. In accordance with Article 25 paragraph (2) and Articles 48 and 49 of Law Number 5 of 2014 concerning the State Civil Apparatus, BKN has a mandate to carry out supervision and control over the implementation of norms, standards, procedures, and criteria for ASN personnel management throughout Indonesia. The BKN Regional Office (Kanreg BKN) is a technical implementing unit of BKN in the region which according to its coordination line is under the coordination of the Head of the State Civil Service Agency. Kanreg BKN has the authority to carry out several tasks and functions of BKN in the field of fostering and organizing State Civil Apparatus management in its work area. There are 14 (fourteen) Kanreg BKN whose offices are located in various regions of Indonesia. Kanreg XI BKN Manado is one of them which is domiciled in Manado which has a work area covering North Sulawesi Province, Gorontalo Province, and North Maluku Province. Overall, the working area of Regional Office XI BKN covers 3 provinces, 7 cities, and 24 districts/islands, so that there are a total of 34 administrative areas.

Based on the results of the researcher's observations regarding disciplinary violations and the imposition of disciplinary sanctions on civil servants in the Work Area of Regional Office XI BKN Manado, both Central and Regional Agencies, until now this problem still often occurs, of course it will attract public attention and worsen the image of civil servants. This disciplinary violation shows a lack of professionalism of civil servants (Thahier, 2015). Civil servants who are currently in the spotlight of the public, civil servants who have a negative stigma from various aspects such as office discipline, performance discipline, attitude and behavior of a civil servant. Therefore, this discipline is very important in the smooth running of work and responsibilities in the organization. Problems related to this discipline require the government to act firmly in handling disciplinary violations committed by a civil servant and also imposing penalties and making decisions (Ichsan et al., 2020). Data taken from SIASN (State Civil Application Information System) BKN shows that in 2021, there were 308 civil servants who were punished with discipline, with details of 17 employees in central agencies and 291 employees in regional agencies.

In 2022, the number of civil servants who were disciplined decreased to 279 people, consisting of 4 civil servants in central agencies and 265 civil servants in regional agencies. Until 2023, there were 90 civil servants who received disciplinary punishments, consisting of 18 civil servants in central agencies and 72 civil servants in regional agencies. Data on civil servants who were disciplined in the BKN Manado Regional Office XI area, taken from the SIASN Application and processed by researchers in the form of a chart, shows that there are still many civil servant disciplinary violations in the BKN Manado Regional Office XI work area. Analysis of SIASN data shows a decrease in the number of civil servants who were disciplined from 2021 to 2023. However, the data also shows that further efforts are still needed to reduce disciplinary violations, especially in the BKN Manado Regional Office XI work area. Along with the update of the Integrated Discipline (I'DIS) Application to version 2.0, all agencies, including in the work area of Regional Office XI BKN Manado, are required to use this application in the process of giving disciplinary sanctions to civil servants. However, monitoring results show that not all agencies, especially in North Sulawesi Province, have fully implemented the use of the I'DIS application.

The implementation of the I'DIS Application in Government Agencies in the North Sulawesi Province is still not optimal, namely 31% or only 5 Agencies out of 16 Government Agencies in the North Sulawesi Province. The five Agencies that have used the I'DIS Application are the North Sulawesi Provincial Government, Bitung City, Tomohon City, Southeast Minahasa Regency and Siau Tagulandang Biaro Islands Regency (SITARO). Align with research from Askani & Densi, (2018) In the process of imposing disciplinary sanctions on civil servants, Government Agencies in the North Sulawesi Province have not yet implemented the use of the I'DIS Application in giving disciplinary sanctions to civil servants in their respective Agencies and also in the use of the I'DIS Application has not been implemented optimally by several Agencies, according to the image above there are several processes or stages that until now have not changed, even though according to regulations or guidelines they should have been completed.

METHODS

This study uses a qualitative research design with a descriptive approach (Creswell, 2015, Hamdi, 2014). This study focuses on the Implementation of the I'DIS (Integrated Discipline) application in the process of imposing disciplinary sanctions on civil servants in Government Agencies in the North Sulawesi Province. This study will examine how the application is implemented in accordance with implementation regulations in the field, including obstacles encountered during its implementation. The data in this study are primary data and secondary data. Primary data is data obtained directly from the first source, informants, resource persons or also through data collection such as interviews, or direct observation in the field. Secondary data is data that has been processed and presented in the form of reports, journal articles, government publications, or other previously existing data sources (Hamdi & Ismaryati, 2014: 6.30). Data collection techniques in this study include observation, interviews, documents and audiovisuals. Data analysis was carried out according to the concept of Miles and Huberman in

Morissan, (2017) stating that data analysis includes three activity flows, namely data reduction, data presentation, and drawing conclusions/verification.

RESULTS AND DISCUSSION

According to Aryani, (2024) states that "Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions stipulated in laws and regulations. Government Regulation 94 of 2024 Articles 2 to 4 regulate that Civil Servants are required to comply with obligations and avoid prohibitions. As a Civil Servant, it is mandatory to comply with Obligations and Prohibitions, if you do not comply, you will be subject to disciplinary sanctions (Aryani et al., 2024). Based on the manual book on the procedure for complaining about the Integrated Discipline (I'DIS) application, I'DIS is an integrated reporting system to monitor and manage the process of giving disciplinary sanctions to employees, by connecting directly to the BKN SIASN. The results of research by Widiastuti, (2021) show that the implementation of the Civil Servant disciplinary policy at the Bandung City BKD has not been running optimally. This is due to the absence of written regulations from the leadership of the Bandung City BKD, the formation of an Inspection Team or Supervisor for Disciplinary Punishment Consideration, lack of intensive supervision by the implementers, punishments that have not been strictly enforced against disciplinary violators, the absence of monitoring and evaluation in the implementation of disciplinary policies, and the lack of socialization and technical training (BIMTEK) for policy implementers.

The results of research by Wahyuni, (2022) show that the enforcement of ASN employee discipline at the Ciamis Regency BPKD has not been carried out consistently and is not impersonal. However, there are some aspects that have been carried out in accordance with applicable regulations, namely Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, and have been used consistently based on existing norms. In addition, the enforcement of discipline for ASN employees at the Ciamis Regency BPKD has been carried out proportionally, namely balanced and in accordance with the violations committed, and implemented in accordance with applicable provisions. According to Edwards III (Ibrahim, 2024), policy implementation can also be understood as the same as the policy implementation stage which aims to change policy plans into real actions in the field, in order to produce the expected output and outcomes. This stage is very important because it is a concrete step to realize policy objectives (Sutmasa, 2021). Edward determines that aspects that contribute to policy implementation are influenced by several key factors, including: communication, availability of resources, attitudes and dispositions of implementers, and bureaucratic structures (Permatasari, 2020).

The factors that influence policy implementation are closely interconnected, but are interrelated and influence each other. Changes in one aspect can trigger changes in other factors, thus forming a complex and dynamic system (Andhika, 2019). North Sulawesi Province is located at the northern tip of Sulawesi Island and is directly adjacent to the sea on several sides. North Sulawesi is divided into 11 regencies and 4 cities. Overall, Government Agencies in North Sulawesi play an important role in running an autonomous government while following national policies, with a focus on public services and transparent and efficient personnel governance. One of them is the Regional Work Unit (SKPD) or Regional Apparatus Organization (OPD) which is responsible for personnel management. The number of Civil Servants (PNS) in Government Agencies in the North Sulawesi Province area can specifically vary each year and is influenced by several factors such as retirement, new recruitment, and transfers. The data collected in this study were analyzed in depth. The informants who were the data sources used 12 main informants consisting of High-Level Officials, PIC of the I'DIS Application for Regional Agencies, PIC of the I'DIS Application for the Regional Office XI BKN Manado, and BKN Employees who created the I'DIS Application.

According to Izzati, (2015) The informants used were based on the purpose sampling technique where the researcher assumed that the informants could provide information about

the implementation of the I'DIS application in imposing disciplinary sanctions on Civil Servants in Government Agencies in the North Sulawesi Province. Law Number 5 of 2014 concerning the State Civil Apparatus mandates that the State Civil Service Agency (BKN) is responsible for managing the national personnel information system, including the civil servant discipline management support system. Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, through Article 39 Paragraph (3) and Article 53 Paragraph (4), states that disciplinary punishment decisions must be documented and uploaded to the I'DIS application which is integrated with the State Civil Apparatus Information System (SIASN). BKN Regulation Number 6 of 2022 further emphasizes I'DIS as the main system for documenting the disciplinary punishment process, from examination to making a decision letter. In addition, Circular Letter of the Minister of PANRB Number 1 of 2021 also requires Government Agencies to use I'DIS in imposing disciplinary punishments, while Circular Letter of the Head of BKN Number 6/SE/III/2023 emphasizes the optimization of the use of the application. This regulation shows the importance of the I'DIS application in encouraging efficiency, accountability, and national integration in the management of civil servant discipline.

Based on interviews with informants and direct observations conducted by the Researcher, in the context of efforts to Implement the I'DIS Application, it can be said that so far the use of the I'DIS Application in imposing disciplinary punishments for civil servants in Government Agencies in the North Sulawesi Province has been carried out quite optimally. However, the results of interviews with several informants conducted on the research object, namely Government Agencies in the North Sulawesi Province which are also obliged to utilize the I'DIS Application in imposing disciplinary punishments for civil servants, there are still several obstacles in implementing the policy. The implementation stage is a crucial stage in the public policy process, because a policy program must be implemented in order to have an impact on the desired goals. The parameters used in analyzing the implementation of the I'DIS Application policy in Government Agencies in the North Sulawesi Province are the theories put forward by George C. Edwards III. Where implementation can start from abstract conditions and a question about whether the requirements for policy implementation can be successful, according to him there are four indicators in public policy, namely Communication, Resources, Disposition, and bureaucratic structure. The results of the study are summarized as follows:

Communication

Implementation will be effective if the measures and objectives of the policy are understood by the individuals responsible for achieving the policy objectives. The clarity of the measures and objectives of the policy thus needs to be communicated appropriately to the implementers (Ulfa & Listyaningsih, 2024). Consistency or uniformity of the model and objectives needs to be communicated so that the implementer knows the exact measures and objectives of the policy. In fact, the implementation of the policy must be accepted by all personnel and must clearly and accurately understand the intent and purpose of the policy, if the policy-making actors have seen the unclear specifications of the policy, they do not understand what will actually be directed. Policy implementers are confused about what they will do so that if forced they will not get optimal and maximum results. The aspect communicated here is the use of the I'DIS Application in imposing disciplinary sanctions on civil servants. Related to the implementation of the policy, the communication that occurs in the form of internal communication is information between superiors and subordinates, subordinates with fellow subordinates in this case is coordinative in nature and between policy implementers and Policy Makers. Communication to implement the I'DIS Application policy in imposing disciplinary sanctions on civil servants is the delivery of policy information from policy makers to policy implementers and is made more effective by also being delivered to the target group of the policy and other interested parties (Aritonang, 2011). Indicators in communication are the process of transmission/distribution of communication, clarity of communication and consistency.

From the results of interviews conducted by the author with several informants, it can be ascertained that: (1) Policy communication related to the implementation of the I'DIS Application

in imposing disciplinary sanctions on civil servants in this case the delivery of procedures for utilizing the I'DIS application, Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, while the implementing regulations are regulated in BKN Regulation Number 6 of 2022, there are also Guidelines for Procedures for Complaints of Disciplinary Punishments through the I'DIS Application, which have been running well, as can be seen from the information obtained by the researcher, where several Government Agencies in the North Sulawesi Province have used the I'DIS Application in the process of imposing disciplinary sanctions on civil servants; (2) Technical guidance which is one of the policy communication processes where it is expected that after the technical guidance is held, it is expected that employees will understand and apply the existing rules related to ASN's duties and functions in the field, but based on the interviews conducted, there are still obstacles because the Technical Guidance which is carried out online results in a lack of understanding from the PIC of the Agency, so that to understand it, further in-depth study is needed in order to achieve what is expected. This is the same as what was conveyed by the informant, but it is not enough with socialization but we carry out other policies, namely by always reminding of the joint commitment in realizing it, but for the implementation of further technical guidance, it is constrained by the budget for the implementation of technical guidance which is rarely carried out, this is related to the availability of a budget to support the implementation of activities.

Disposition

According to Edward III in Zahara, (2021) disposition is the will, desire and tendency of the actors to implement can be realized. The policy was seriously so that what became the goal of the policy. The tendency of attitude can be seen from the responsibility/commitment of the apparatus in carrying out their duties. This shows that officers have a good commitment in carrying out their obligations although high attention is still needed to the implementation of the duties and functions of the institution as a follow-up to the commitment, the following interview results were found: (1) As a Leader, he has motivated his Staff in fostering attitudes/behaviors in working, there are ways that have been done with the intention that state apparatuses, so that they have high integrity, instill in them to have high loyalty to their obligations, by enforcing appropriate work discipline based on applicable sanctions and punishments, and implementing it firmly and humanely; (2) Regarding compliance in utilizing the I'DIS application, there are still obstacles starting from inputting to when the process takes too long to be done, when confirmed to the PIC who handles it, they always give the reason that they are still doing other more important work that must be completed.

Resources

The availability and expertise of Human Resources (HR) in implementing a policy in this case the I'DIS Application in imposing disciplinary sanctions on Civil Servants in Government Agencies in the North Sulawesi Province are not as expected, this is described as follows: (1) The author found this limitation of HR quite fundamentally where based on the results of interviews and discussions conducted, the researcher concluded that the human resources (HR) at the research location did not have a significant influence on the implementation of the I'DIS application. This is due to the quality of HR which is generally above average, with educational backgrounds and positions that are appropriate to support the implementation of tasks; (2) Human resources are an important asset for an organization, with the ability to develop and become a determining factor in the success of the organization in the long term. Therefore, improving HR skills that include technical skills, loyalty to the organization, and enthusiasm to achieve common goals is an absolute must. This is very relevant in the context of utilizing the I'DIS application, which is designed to support the efficient management of civil servant discipline. Utilization of the I'DIS application does not only depend on the technology itself, but also on the ability and readiness of employees to operate the application optimally.

One important approach to support this is the implementation of periodic and continuous job training programs. Training aims to update employee skills, strengthen their

understanding of new technologies, and ensure that they can adapt to changes that occur (Krismayanti et al., 2024). In the context of the I'DIS application, training is not only a means to improve technical skills, but also to build a positive attitude towards technological innovation. Training is designed to improve employee knowledge, skills, and attitudes so that they can carry out certain tasks, including managing civil servant disciplinary sanctions, more effectively (Mudumi et al., 2024). By combining modern technology such as the I'DIS application and targeted HR management through training, organizations can ensure that the implementation of this application runs smoothly (Qamaruzzaman et al., 2024). Ultimately, this will help improve efficiency, accuracy, and transparency in the personnel administration process, while making a real contribution to achieving organizational goals; (3) Training is an important element in HR development designed to improve individual or group capabilities according to tasks and positions, while complementing specific skills to support work efficiency. In utilizing the I'DIS application, training plays a strategic role in ensuring successful implementation through technical and operational understanding for users. Structured training helps employees master the application, increase self-confidence, and understand their responsibilities in optimizing technology (Nikmah et al., 2023). In addition to supporting operational efficiency, training also strengthens commitment to digital transformation, making it a strategic investment to achieve organizational goals.

Bureaucratic Structure

The organizational structure tasked with implementing policies has a significant influence on policy implementation (Aisah et al., 2021). One of the important structural aspects of every organization is the existence of standard operating procedures (SOP). SOPs serve as guidelines for every implementer in acting. The preparation of an organizational structure is very important in a company, both small and large. The organizational structure in a company is usually depicted in the form of a chart or organization chart. The implementation of the Civil Servant (PNS) disciplinary punishment policy through the I'DIS application has been carried out in accordance with the applicable legal basis. This refers to Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which regulates general provisions, types of violations, procedures for imposing penalties, and procedures for resolving civil servant disciplinary violations.

Supporting the implementation of this policy, the technical regulations are outlined in BKN Regulation Number 6 of 2022 concerning Procedures for Imposing Civil Servant Disciplinary Punishments, which regulates operational procedures in detail. In addition, there are Guidelines for Procedures for Complaints of Disciplinary Punishments through the I'DIS Application, which provide technical guidance for application users in submitting complaints, documenting the process, and implementing decisions related to disciplinary punishments. The existence of a clear and structured SOP (Standard Operating Procedure) is also an important element to ensure that policy implementation is carried out consistently, effectively, and efficiently. With a strong legal basis, SOP, and integrated technical guidelines, policy implementers are required to carry out tasks according to established standards. It is hoped that the implementation of the I'DIS application will not only increase the efficiency of the disciplinary punishment process, but also provide legal certainty, transparency, and accountability in personnel management. Ultimately, this is expected to create effective performance, increase public trust, and support sustainable bureaucratic reform.

Thus, according to Grindle's explanation in Siregar (2022) explains that the success of a policy is determined by two things, namely Policy Content and Policy Context. The situation that occurred in the North Sulawesi Provincial KPU related to the failure to implement the SPIP policy, is more likely caused by the Policy Context aspect, namely Power, interest, and strategy of actors involved and Institutions and regime characteristics (Lalonsang et al., 2021). Therefore, coordination efforts between institutions are needed to realize synergy in policy formulation so as not to ignore previously existing policies and not to hinder new policies to be established.

CONCLUSION

Based on the results of research and analysis of the implementation of the I'DIS Application in imposing disciplinary sanctions on Civil Servants in Government Agencies in the North Sulawesi Province, it can be concluded that the policy based on the theory of George C. Edward III has been implemented quite optimally. However, there are several challenges that need to be considered to achieve more effective results. Policy communication has been running well through the delivery of rules and technical guidance, there are still shortcomings in a deeper understanding of the application, especially when technical guidance is carried out online. This indicates the need for further training with a more in-depth approach and increased frequency of technical guidance implementation. Resources include human resources, facilities and infrastructure. The number of available human resources, both in terms of quality and quantity, is inadequate. Although in general the existing human resources already have the appropriate educational background and position, technical understanding of the use of the I'DIS application still needs to be improved through more structured and sustainable training. The limited number of well-trained human resources can hinder the process of implementing the application optimally. Although there is a good commitment from the leaders in fostering an attitude of discipline and integrity, the problem of delays in the data input process and completion of tasks by the PIC is still a challenge. This shows the importance of increasing commitment and responsibility in carrying out tasks. The existing bureaucratic structure can provide support for the sustainability of the implementation of the I'DIS application policy, clear SOPs and an integrated organizational structure are important factors in the success of policy implementation. The existence of detailed technical guidelines and procedures will ensure that policies can be implemented consistently and efficiently.

For improvement, it is recommended to ensure that policies related to the use of the I'DIS application are conveyed clearly, consistently, and repeatedly through various communication channels. The delivery of information to users must include intensive socialization, effective use of media, and direct involvement of implementers in policy discussions to strengthen understanding and commitment. The implementation of technical guidance related to the use of the I'DIS application needs to be improved with a more in-depth approach. The government can hold face-to-face training, direct simulations, or interactive workshops that allow participants to understand and master the application better. In addition, the frequency of technical guidance also needs to be increased so that employee understanding continues to be updated.

Pay more attention to the development of human resources tasked with implementing the I'DIS application. This can be done through ongoing technical training, procurement of competency improvement programs, and coaching that encourages employee loyalty and integrity in carrying out their duties. Supervision of the implementation of the I'DIS application needs to be improved through routine monitoring and periodic evaluation. The results of the evaluation can be used to identify obstacles, provide recommendations for improvement, and ensure that the application is used in accordance with established procedures.

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