

**Analysis of Cases of Disciplinary Violations by Civil Servants in the Department of
Education and Culture of Medan City**
(A Case Study at the Department of Education and Culture of Medan City)

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ABSTRACT

This study aims to examine the types of disciplinary violations committed by State Civil Apparatus (ASN) within the Medan City Education and Culture Office, identify the factors causing these violations, and analyze the handling mechanisms and corrective measures implemented. The research focuses on the types of disciplinary violations committed by ASN, the internal and external factors influencing these violations, and the disciplinary enforcement process in accordance with statutory provisions. The research method used was empirical research with a field study approach to obtain data directly from relevant agencies. The results showed that civil servant disciplinary violations were still dominated by violations related to attendance, task performance, work ethics, administration, and integrity, with the most frequent violations being unexcused absences, tardiness, and misuse of work time. The causes of violations come from internal factors, such as low work motivation, personal problems, and lack of focus on work, as well as external factors, including a less conducive work environment, perceived unfair treatment, and weak supervision from leaders. Handling of ASN disciplinary violations is carried out based on the provisions of laws and regulations governing ASN as well as Law Number 28 of 1999 concerning the Implementation of a Clean State Free from Corruption, Collusion, and Nepotism, and Law Number 30 of 2014 concerning Government Administration. The handling process includes written summonses, investigations, imposing sanctions according to the level of violation, and granting civil servants the right to pursue administrative action. Efforts to improve discipline are carried out through a combination of coaching, supervision, regulatory dissemination, and the firm application of sanctions, which are expected to enhance the professionalism, discipline, and integrity of civil servants in providing public services.



Introduction

Efforts to realize a democratic, clean, and authoritative system of governance have become a primary agenda of the Indonesian nation, in which the State Civil Apparatus (Aparatur Sipil Negara/ASN) holds a strategic role as the frontline in the implementation of development and the administration of government. The position and role of the State Civil Apparatus (ASN) in every institution serve as the spearhead in carrying out governmental development within the Republic of Indonesia (Hartini 2008). Law Number 28 of 1999 concerning Clean and Corruption-, Collusion-, and Nepotism-Free State Administration emphasizes the importance of a clean state. The formation of the State Civil Apparatus began on September 25, 1945, through the appointment of Civil Servants by President Soekarno via the Central Indonesian National Committee (KNIP), which was later strengthened by the establishment of the Office of Personnel Affairs (Kantor Urusan Pegawai/KUP) in 1948 as the institution responsible for managing state personnel affairs. Subsequent developments were marked by the establishment of the State Personnel Administration Agency (Badan Administrasi Kepegawaian Negara/BAKN) in 1972, which later transformed into the National Civil Service Agency (Badan Kepegawaian Negara/BKN) in 1999, with the duty of establishing norms, standards, and procedures for national civil service management. Legislation in Indonesia emerges from legal politics, including regulations governing the State Civil Apparatus, which are formulated by the government to determine the direction, objectives, and functions of the law (Ismaidar, Sembiring, and Sihite 2024).

Indonesia is a state based on the rule of law, in which law is understood as a hierarchical unity of legal norms culminating in the Constitution (Gea 2024b). The concept of the State Civil Apparatus (ASN) is formally regulated through Law Number 5 of 2014, which stipulates that the ASN consists of Civil Servants (Pegawai Negeri Sipil/PNS) and Government Employees with Work Agreements (Pegawai Pemerintah dengan Perjanjian Kerja/PPPK). This regulation was subsequently refined through Law Number 20 of 2023, which replaced the previous regulation with the aim of transforming ASN management to be more adaptive, professional, and oriented toward high performance in public service. The State Civil Apparatus (ASN), consisting of PNS and PPPK, has the main duties of implementing public policies, delivering public services, and acting as a unifying and binding force of the nation in order to maintain the integrity of the Unitary State of the Republic of Indonesia (NKRI) (Oktaviani and Nailufar 2023). The ASN functions as an implementer of public policy, a provider of public services, and a glue for national unity. In accordance with Article 11 of Law Number 5 of 2014 on the State Civil Apparatus (ASN), ASN is tasked with implementing the policies of the Personnel Development Officer (PPK) in accordance with regulations, providing professional public services, and strengthening the unity of the NKRI (Wahyuningsih 2022).

The State Civil Apparatus (ASN) plays a role as planners, implementers, and supervisors of governmental and development tasks in a professional manner, free from political intervention, corruption, collusion, and nepotism. In addition to these duties, the

State Civil Apparatus also has obligations. ASN is required to be loyal and obedient to Pancasila, the 1945 Constitution (UUD 1945), the Unitary State of the Republic of Indonesia (NKRI), and the legitimate government, while maintaining national unity and integrity. They implement the policies of authorized officials, comply with statutory regulations, and carry out official duties with dedication, honesty, awareness, and responsibility. ASN must also demonstrate integrity and exemplary conduct in attitude, speech, and actions, both within and outside official duties, safeguard official secrets in accordance with legal provisions, and be willing to be assigned throughout the entire territory of the NKRI (Yulianto 2023).

In achieving these objectives, the State Civil Apparatus (ASN) is positioned as an element of the state apparatus tasked with providing services to the public in a professional, honest, fair, and equitable manner in the administration of state affairs, governance, and development. Based on this, there is a legal relationship between the State Civil Apparatus and the state in the form of norms encompassed within civil service law. Civil service law is the body of law that regulates public employment and is studied within the field of state administrative law. It constitutes the law applicable to the State Civil Apparatus who work in state administrative institutions as public civil servants (Mulyadi 2016).

The State Civil Apparatus (ASN) at the Department of Education and Culture of Medan City is responsible for carrying out regional government affairs in the fields of education and culture in accordance with applicable regulations. These duties are divided into various functions and more specific sectors.

The details of the duties of the State Civil Apparatus at the Department of Education and Culture of Medan City, based on commonly existing work sectors, include: (1) the Division of Early Childhood Education (PAUD) and Non-Formal Education Development, (2) the Division of Primary School (SD) Development, (3) the Division of Junior High School (SMP) Development, (4) the Division of Education and Educational Personnel (PTK), (5) the General Affairs Division, which administers general administration to optimally support departmental activities, and (6) the Cultural Affairs Division, which carries out governmental affairs in the field of culture, such as preserving local languages and managing cultural heritage. In general, the State Civil Apparatus at the Department of Education and Culture of Medan City also plays roles as planners, implementers, and supervisors to ensure that the administration of education and culture is conducted professionally, efficiently, and in accordance with applicable regulations.

Provisions regarding the discipline of the State Civil Apparatus have been regulated in detail in Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants. In Chapter III, Article 7, it is stipulated that Civil Servants who fail to comply with the provisions referred to in Articles 3 to 5 shall be subject to disciplinary sanctions. In addition, these provisions are reinforced by regional regulations, such as the Regulation of the Mayor of Medan Number 58 of 2023, which governs the code of ethics of State Civil Apparatus Employees of the Medan City Government and administrative sanctions, as stipulated in Chapter III Article 4 concerning the obligations and prohibitions of State Civil

Apparatus Employees. The development of the State Civil Apparatus at the Department of Education and Culture of Medan City is focused on improving discipline, enforcing the code of ethics, and enhancing the professionalism of teachers and educational personnel through the socialization of regulations and work mechanisms.

An example of a disciplinary sanction case found by the researcher at the Office of the Department of Education and Culture of Medan City is the Decree of the Head of the Department of Education and Culture of Medan City Number: 800.1.6.2/8449.Sekr/IX/2024 concerning a Moderate Disciplinary Sanction in the form of a Reduction in Additional Income Allowances Other Than Salary. Under this decree, the concerned State Civil Apparatus (ASN) was imposed a moderate disciplinary sanction in the form of a 25% reduction in additional income allowances (excluding salary) for a period of 12 months. The concerned ASN committed actions that were in violation of the Regulation of the Mayor of Medan Number 58 of 2023 concerning the Enforcement of Discipline and the Code of Ethics of State Civil Apparatus Employees of the Medan City Government, Article 7 paragraph (2) letter e, and also violated the work agreement Number: 800/1267/PPPK.277, Article 5 paragraph (2) letter f. Other disciplinary violations may also take the form of fraud committed by the State Civil Apparatus itself, which can undermine public trust, weaken meritocracy and good governance, and cause losses to both individuals and institutions (Yudhistira et al. 2025).

Furthermore, in the Decree of the Mayor of Medan Number 800.1.6.2/1002, the concerned State Civil Apparatus (ASN) was sanctioned with termination of the employment agreement with dishonorable discharge upon the individual's own request as a Government Employee with a Work Agreement (PPPK). This sanction was imposed due to a violation of the provisions of Article 11 paragraph (1) letter f of Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants and Article 7 paragraph (3) letter f of the Regulation of the Mayor of Medan Number 58 of 2023 concerning the Enforcement of Discipline and the Code of Ethics of State Civil Apparatus Employees of the Medan City Government. This measure is in line with the implementation of orderly dismissal procedures in accordance with statutory regulations, which requires clear and firm regulations as a legal basis for enforcing employee discipline (Rachman 2018). Before imposing sanctions on an individual who violates regulations, there must be valid evidence of the violation, and the sanction must be based on law, as required under the evidentiary system in Indonesia (Gea 2024a).

Based on the findings from the two violation cases above, it is evident that the disciplinary violations committed by the State Civil Apparatus (ASN) are not limited to minor offenses, but also include serious violations. This indicates the existence of systemic issues in supervision, guidance, and the level of compliance with applicable regulations. These violations occur not only due to individual factors but may also result from weaknesses in the system that is unable to prevent and address violations at an early stage.

Method

This research is an empirical or sociological legal study aimed at examining the implementation of legal provisions concerning the discipline of the State Civil Apparatus (ASN) in practice within the Department of Education and Culture of Medan City. The study does not only analyze the applicable legal norms but also examines the reality of ASN disciplinary violations occurring in the field by employing a statutory approach and a case approach. The research location was selected at the Department of Education and Culture of Medan City because this institution has a large number of ASN and plays a strategic role in the administration of governmental affairs in the fields of education and culture, thereby presenting a potential for disciplinary violations.

The data sources consist of primary and secondary data. Primary data were obtained through interviews with personnel officials, direct supervisors, and ASN involved in the process of examining disciplinary violations, while secondary data were obtained through library research in the form of statutory regulations, books, academic journals, previous research findings, as well as official documents and archives. Data collection techniques include structured interviews, documentation studies, and literature reviews. The collected data were analyzed qualitatively using a descriptive method through data classification and interpretation to compare legal provisions with their practical implementation. Conclusions were drawn inductively based on empirical facts and data in order to address the research problem formulation.

Results and Discussion

1. Forms of disciplinary violations committed by ASN at the Department of Education and Culture of Medan City

The forms of violations committed by ASN generally include attendance-related violations, such as being absent from work without valid justification, arriving late, or repeatedly leaving work early. Based on the results of an interview with Agung Riadi, he stated that disciplinary violations committed by ASN at the Department of Education and Culture of Medan City may include minor violations, such as absence from work without a clear reason (Riadi 2026). Other forms of violations include receiving gratuities, committing sexual harassment against students, authoritarian behavior by school principals toward subordinates, the occurrence of illegal levies in schools, failure to properly carry out main duties and functions, neglecting work procedures, or failing to follow superiors' instructions. Disciplinary violations committed by the State Civil Apparatus are regulated in Law Number 5 of 2014 concerning the State Civil Apparatus (ASN Law), Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants, the Regulation of the Mayor of Medan Number 58 of 2023 concerning the Enforcement of Discipline and the Code of Ethics of State Civil Apparatus Employees of the Medan City Government, as well as other regulations governing ASN. From the perspective of legal philosophy, disciplinary violations of ASN are regulated in statutory provisions as a means of enforcing moral values, implementing a rational and systematic legal system, and serving as a legitimate coercive instrument to ensure ASN compliance in order to realize good governance (Aspan and Adnan 2021).

The forms of violations mentioned above are also consistent with the results of an interview with Anwar Fahmi, who stated that the violations occurring within the Department of Education and Culture of Medan City mainly involve absenteeism and violations of working hours without valid reasons (Fahmi 2026). Such conduct constitutes a violation of Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants. Absenteeism can be classified based on the duration of absence during working hours, up to the category of serious violations. Serious violations may include being absent from work cumulatively for 28 days or more within a one-year period, which may result in sanctions in the form of termination of salary payment. Rohmad stated that, based on the results of supervision, the low level of ASN understanding of laws and regulations covering duties and functions, personnel administration, finance, as well as facilities and infrastructure constitutes a major factor contributing to the occurrence of such violations (Team Humas Jateng 2017).

Based on the results of an interview with an ASN who serves as a teacher at one of the public elementary school UPTs in Medan City, the forms of violations frequently encountered are disciplinary violations, including arriving late, leaving work early, being absent without permission, leaving the classroom during teaching hours, receiving personal visitors, prioritizing personal interests, falsifying signatures or stamps, and being involved in unclear debt transactions. These violations are classified into three levels: (a) Minor violations, such as arriving late, leaving early, and being absent from work without valid reasons; (b) Moderate violations, such as leaving the classroom during teaching hours, receiving personal visitors, and prioritizing personal interests; (c) Serious violations, including being absent from work for more than 28 days, falsifying signatures or stamps, and involvement in unclear debt transactions. The researcher found that the disciplinary violations most frequently occurring in 2026 generally relate to absenteeism and the misuse of working time, which constitute violations of Government Regulation Number 94 of 2021. Furthermore, in 2026, the dominant forms of disciplinary violations committed by the State Civil Apparatus at the Department of Education and Culture of Medan City were absenteeism and the misuse of working hours.

The research findings indicate that disciplinary violations by the State Civil Apparatus (ASN) at the Department of Education and Culture of Medan City tend to be related to attendance, performance of duties, work ethics, administration, and integrity. Attendance violations serve as an initial indicator of discipline, as repeated absenteeism or tardiness can disrupt the smooth delivery of public services and reduce organizational effectiveness. Violations of duties and obligations have an impact on the performance of work units, as ASN who neglect instructions or work procedures create ambiguity in responsibilities. Violations of ethics and behavior affect relationships among employees and the institutional image, thereby diminishing public trust in the Department of Education and Culture of Medan City. Meanwhile, administrative violations may result in legal issues and inaccurate reporting, indicating the need for improved supervision and document management. Finally, integrity violations, such as abuse of authority or the dissemination of false information, underscore the importance of strengthening ethical values and internal oversight.

Overall, although some State Civil Apparatus (ASN) at the Department of Education and Culture of Medan City have carried out their obligations properly, the researcher found that challenges in the implementation of work discipline still exist. These challenges range from minor violations to moderate violations, and even serious violations that result in

dishonorable dismissal. Therefore, efforts to improve discipline through socialization, training, supervision, and the consistent imposition of firm sanctions must continue to be carried out so that the discipline of the State Civil Apparatus at the Department of Education and Culture of Medan City can be further optimized.

2. Factors Contributing to Disciplinary Violations Committed by the State Civil Apparatus at the Department of Education and Culture of Medan City

Disciplinary violations committed by the State Civil Apparatus (ASN) at the Department of Education and Culture of Medan City occur in various forms, ranging from absence from work without valid reasons, receiving gratuities, to improper conduct such as immoral acts against students and illegal levies in schools.

Based on an interview with Agung Riadi and Anwar Fahmi it was stated that most of the violations fall into the categories of minor and moderate disciplinary offenses, such as demotion in rank and salary deductions (Riadi and Fahmi 2026). However, there are also serious violations that may result in dishonorable dismissal and the termination of salary payments. This confirms that ASN disciplinary violations are diverse in nature and require different forms of handling according to the level of seriousness of each violation.

The factors causing disciplinary violations by the State Civil Apparatus (ASN) can be categorized into internal and external factors. Internal factors originate from the ASN themselves, such as a lack of motivation, personal problems, or a lack of focus at work. Meanwhile, external factors include an uncomfortable working environment, perceived unfair treatment among employees, and insufficient supervision from leadership (Rangkuti 2026). A non-conducive work environment can trigger feelings of dissatisfaction and inequality, thereby reducing ASN motivation to carry out their duties in a disciplined manner.

Individual factors have a significant influence on ASN discipline. From an internal perspective, self-awareness, motivation, and individual capability are the main determinants of compliance with regulations. ASN who have clear goals and high motivation tend to be more compliant with rules, whereas those facing personal problems or lacking motivation may experience difficulties in maintaining work discipline. Therefore, internal development through enhancing awareness and motivation is an important step in preventing disciplinary violations.

The work environment also plays a role as an external factor influencing ASN discipline. An orderly, efficient, and comfortable environment can enhance work enthusiasm and foster a sense of responsibility. Conversely, a non-conducive work environment, the presence of unfair treatment, or disparities in treatment among employees can reduce discipline and lead to violations. Therefore, creating a healthy and supportive work environment is an important strategy for improving ASN compliance with applicable regulations.

Leadership supervision is one of the crucial factors in enforcing ASN discipline. Effective supervision mechanisms, exemplary leadership, and the consistent application of firm sanctions create a deterrent effect and encourage ASN to comply with regulations. Interview results indicate that the absence of guidance from leaders and the lack of exemplary behavior can reduce ASN discipline. Conversely, the implementation of disciplinary sanctions in accordance with statutory regulations plays an important role in

creating a deterrent effect for violators and maintaining order in the workplace (Rangkuti 2026).

Efforts undertaken to improve ASN discipline include individual approaches, socialization through guidance programs, discussions, and self-evaluation. The Department of Education and Culture of Medan City seeks to create a comfortable working environment, provide opportunities for capacity and potential development, and foster disciplinary awareness without coercion. This approach, combined with the appropriate application of legal sanctions, is expected to reduce disciplinary violations and build a professional, responsible, and highly integrative ASN in the performance of their duties. In an article by Dwi and Istiana, it is also stated that factors supporting the discipline of the State Civil Apparatus include the provision of compensation, exemplary leadership and supervision, the enforcement of disciplinary regulations, the courage to impose sanctions, the granting of rewards, and the habituation of practices that encourage compliance (Mulyani and Hermawati 2024).

The researcher found that the factors causing disciplinary violations committed by ASN can be divided into internal and external factors. Internal factors originate from the ASN individuals themselves, such as a lack of motivation, personal problems, and a lack of focus at work. Meanwhile, external factors stem from an uncomfortable working environment, unfair treatment among employees, as well as insufficient supervision and exemplary conduct from leadership. These three factors are interrelated and influence the level of ASN discipline. Therefore, a conducive work environment, motivational development, and effective leadership supervision are essential in preventing disciplinary violations. Accordingly, statutory regulations function as a legal framework and ethical guideline for ASN by outlining obligations, prohibitions, and the consequences of violations. Efforts to improve discipline are carried out through socialization, guidance and coaching, self-evaluation, the creation of a comfortable work environment, and the firm application of sanctions to create a deterrent effect. The combination of guidance, supervision, and clear regulations is expected to foster disciplinary awareness among ASN, prevent the recurrence of violations, and shape ASN who are professional, responsible, and possess high integrity.

3. Solutions and Procedures for Handling Disciplinary Violations of the State Civil Apparatus within the Department of Education and Culture of Medan City

The solutions and handling of disciplinary violations committed by the State Civil Apparatus (ASN) within the Department of Education and Culture of Medan City are based on the principle of compliance with applicable statutory regulations. Regulations such as Law Number 20 of 2023 concerning the State Civil Apparatus and Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants provide a clear legal framework regarding the rights, obligations, and prohibitions of ASN. This clarity serves as a reference in assessing employee conduct and ensures that every disciplinary action is carried out fairly, objectively, and free from subjective influence or personal pressure. Policy considerations influence the formation of law, legal substance, and law enforcement, which are not always implemented fairly. Therefore, the school of legal positivism emphasizes the need for a clear separation between law and morality, between applicable law and ideal law, as well as between facts and values (Telaumbanua, Ismaidar, and Sembiring 2024).

Statutory regulations also stipulate proportional sanctions according to the level of violation. These sanctions are divided into three categories: minor, moderate, and severe,

ranging from verbal warnings, written warnings, deductions in performance allowances, demotion in position, to dismissal with honor not at one's own request. These provisions function not only as a deterrent effect for violators but also as guidelines for superiors in making consistent decisions. With clear sanctions in place, ASN are encouraged to improve their discipline, professionalism, and integrity in carrying out their daily duties. Stivanly also states that the regulation of the ASN Code of Ethics aims to direct ASN behavior so that it aligns with sound legal values; therefore, its implementation is mandatory, and violations are subject to sanctions (Tompoliu, Pondaag, and Gerungan 2023). Thus, the solutions and processes for handling disciplinary violations of ASN within the Department of Education and Culture of Medan City prioritize a multi-layered approach: prevention through clear regulations and disciplinary education, enforcement through structured legal procedures, and development through supervision and the cultivation of a professional work culture. This approach emphasizes not only administrative compliance but also the strengthening of integrity, professionalism, and accountability of ASN as the frontline of effective and high-quality public service.

The process of handling disciplinary violations in Medan City follows a systematic procedural framework. The initial stage involves a written summons issued by the direct supervisor no later than seven working days prior to the examination. The examination is conducted in a closed session to explore the background, causes, and impacts of the violation, and the results are documented in an Official Examination Report (Berita Acara Pemeriksaan/BAP). In cases of violations that may result in severe sanctions, an Ad Hoc Examination Team is formed, consisting of the direct supervisor, supervisory elements, and personnel officials to ensure objectivity and accountability. If the ASN is proven to have committed a violation, further examination and summons are carried out, followed by the imposition of one of the three levels of disciplinary sanctions, ranging from verbal warnings and written warnings to a written statement of dissatisfaction (Harefa, Gultom, and Siregar 2023).

After the examination, the determination of sanctions is carried out based on the level of negative impact caused by the violation. Minor violations generally result in verbal or written warnings, moderate violations involve deductions in performance allowances, and severe violations include demotion in position up to dismissal. The disciplinary decision is determined by the Authorized Disciplinary Officer (Pejabat yang Berwenang Menghukum/PyBM), which at the regional level usually involves the Mayor or an officially delegated authority. The decision is conveyed confidentially or through electronic media and takes effect on the 15th working day after it is received by the concerned ASN.

ASN who consider that a disciplinary decision has not been issued in accordance with proper procedures have the right to submit administrative remedies, such as objections or administrative appeals, through mechanisms regulated by the National Civil Service Agency (Badan Kepegawaian Negara/BKN). This mechanism forms part of the principles of justice and transparency in the enforcement of ASN discipline, ensuring that employees remain protected from decisions deemed to be non-objective. This process underscores that the handling of disciplinary violations is not merely the imposition of sanctions, but also an integral part of strengthening accountability and legal certainty.

In addition to formal regulations and procedures, individual factors, the work environment, and leadership supervision play an important role in preventing disciplinary violations. A conducive, orderly work environment with clear rules encourages ASN to

maintain discipline. Meanwhile, leadership supervision through exemplary conduct, the consistent application of sanctions, and effective monitoring mechanisms provides a deterrent effect while strengthening ASN compliance with applicable regulations.

Overall, the researcher finds that the solutions and handling of ASN disciplinary violations at the Department of Education and Culture of Medan City emphasize a multi-layered approach. This includes prevention through regulation and guidance, enforcement through structured procedures, and reinforcement through supervision and the cultivation of a professional work culture. This approach not only stresses administrative compliance but also fosters integrity, professionalism, and accountability among ASN. Accordingly, ASN are expected to carry out their duties effectively and responsibly, ensuring that public services in Medan City operate optimally and sustainably.

Conclusion

Based on the results of the research on the Analysis of Cases of Disciplinary Violations by the State Civil Apparatus within the Department of Education and Culture of Medan City, it can be concluded that ASN disciplinary violations generally relate to aspects of attendance, performance of duties, work ethics, administration, and integrity. The most frequently occurring forms of violations are absenteeism and tardiness, which reflect low work discipline and have an impact on decreased individual performance, the quality of public services, the effectiveness of interpersonal coordination, as well as the image and credibility of the institution. The factors causing these disciplinary violations can be grouped into two main categories: internal factors, which include low work motivation and personal problems faced by ASN; and external factors, such as a less conducive work environment, a sense of injustice, weak supervision, and a lack of exemplary leadership. The solutions and processes for handling ASN disciplinary violations within the Department of Education and Culture of Medan City are implemented in accordance with applicable laws and regulations through systematic and tiered procedures, with the imposition of proportional sanctions based on the level of violation. These measures are supported by continuous supervision and guidance mechanisms, so that they are oriented not only toward enforcing discipline, but also toward strengthening the integrity, professionalism, and accountability of ASN in realizing effective and high-quality public services.

Based on the research findings, it is recommended that the Department of Education and Culture of Medan City enhance supervision and consistently enforce ASN discipline by applying firm, fair sanctions in accordance with applicable laws and regulations. Leaders at each work unit are also expected to serve as role models in discipline and integrity, as well as to create a conducive working environment. In addition, continuous guidance and efforts to improve ASN motivation are necessary to foster awareness and responsibility in carrying out duties, thereby supporting improvements in performance and the quality of public services.

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