

IMPLEMENTATION OF DISCIPLINARY SANCTIONS FOR CIVIL SERVANTS FROM THE PERSPECTIVE OF FIQH SIYASAH

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Abstract

The implementation of disciplinary sanctions for civil servants plays a significant role in strengthening bureaucratic professionalism, accountability, and public service quality within government institutions. Government Regulation Number 94 of 2021 concerning Civil Servant Discipline establishes a comprehensive legal framework governing disciplinary obligations, prohibitions, and sanctions to ensure integrity and effective public administration. This study analyzes the mechanism for imposing disciplinary sanctions on civil servants at the Regional Office of the Directorate General of Corrections of Bengkulu and evaluates its implementation from the perspective of *Fiqh Siyasah*. This research employed an empirical juridical approach using qualitative methods. Primary data were collected through interviews, observations, and documentation, while secondary data were obtained from statutory regulations, institutional documents, and relevant academic literature. Research findings indicate that disciplinary sanctions have generally been implemented in accordance with Government Regulation Number 94 of 2021 through administrative examination, verification procedures, classification of disciplinary violations, and the imposition of proportional sanctions based on the severity of misconduct. Practical implementation nevertheless encounters challenges related to administrative compliance, disciplinary awareness, and procedural consistency. Analysis from the perspective of *Fiqh Siyasah* demonstrates that the disciplinary mechanism reflects the principles of *amānah*, *al-'adl*, *ta'ah*, and *maṣlahah*, emphasizing that disciplinary enforcement constitutes a governmental responsibility to maintain justice, institutional integrity, and public welfare through accountable governance.

Keywords: *Civil Servants, Disciplinary Sanctions, Government Regulation Number 94 of 2021, Public Administration, Fiqh Siyasah*

INTRODUCTION

Civil servants constitute an essential component of public administration because they are responsible for implementing government policies, delivering public services, and maintaining institutional performance in accordance with statutory regulations. Professionalism, integrity, accountability, and discipline represent fundamental principles supporting effective governance and public confidence in state institutions. Failure to comply with disciplinary obligations may reduce organizational performance, weaken public trust, and undermine the realization of good governance. Government institutions therefore require an effective disciplinary system capable of preventing misconduct while encouraging civil servants to perform their official duties responsibly. Disciplinary enforcement functions not only as a legal instrument for addressing administrative violations but also as a mechanism for strengthening bureaucratic professionalism and institutional accountability. Consistent implementation of disciplinary regulations ultimately contributes to improving

the quality of public administration while ensuring that governmental authority is exercised transparently, fairly, and in accordance with the rule of law (Sandiani et al., 2020).

Government Regulation Number 94 of 2021 concerning Civil Servant Discipline establishes a comprehensive legal framework governing disciplinary obligations, prohibitions, and sanctions applicable to civil servants throughout Indonesia. The regulation replaces the previous disciplinary framework by introducing clearer procedures for administrative examination, classification of disciplinary violations, and proportional sanctions based on the seriousness of misconduct. Legal certainty provided by this regulation aims to improve consistency in disciplinary enforcement while strengthening institutional responsibility in maintaining professional standards within government agencies. Effective implementation nevertheless depends upon the commitment of authorized officials to apply disciplinary mechanisms objectively, transparently, and consistently. Fair implementation of disciplinary sanctions protects institutional integrity while simultaneously safeguarding the rights of civil servants through procedures consistent with statutory requirements. Successful application of Government Regulation Number 94 of 2021 therefore represents an important indicator of bureaucratic reform directed toward accountable and professional public administration (Irmawan, 2023).

Research conducted at the Regional Office of the Directorate General of Corrections of Bengkulu demonstrates that implementation of disciplinary sanctions has generally followed the procedural requirements established under Government Regulation Number 94 of 2021. Administrative examination, verification of disciplinary violations, clarification of relevant facts, and determination of proportional sanctions are conducted through institutional procedures intended to ensure fairness and accountability. Research findings nevertheless indicate that practical implementation continues to encounter several administrative and institutional challenges, including variations in disciplinary awareness, differences in procedural understanding among civil servants, and inconsistencies in administrative compliance. Such conditions may influence the effectiveness of disciplinary enforcement because successful implementation depends upon institutional commitment, professional supervision, and consistent application of legal procedures. Evaluation of disciplinary mechanisms therefore becomes necessary to determine whether existing practices effectively strengthen organizational discipline while supporting broader objectives of bureaucratic reform and public accountability (Usodo et al., 2023).

Governmental authority in enforcing disciplinary regulations may also be evaluated through the perspective of *Fiqh Siyasah*, which emphasizes that every exercise of public authority must be based on justice, responsibility, and the realization of public welfare. Public officials entrusted with administrative authority are obligated to perform their duties honestly, fairly, and accountably while ensuring that every administrative decision serves the interests of society rather than personal or institutional interests. Disciplinary sanctions therefore represent an important instrument for maintaining institutional integrity because they encourage obedience to legal obligations while preventing abuse of authority within government institutions. Ethical governance within Islamic political jurisprudence also requires disciplinary measures to be implemented proportionally by considering legal

certainty, fairness, and the rights of civil servants subject to administrative examination. Principles of *amānah*, *al-'adl*, *ta'ab*, and *maṣlahah* collectively establish that disciplinary enforcement constitutes both a legal obligation and a moral responsibility intended to strengthen organizational discipline while protecting public interests. Evaluation through the perspective of *Fiqh Siyasah* consequently provides a comprehensive understanding of disciplinary enforcement by integrating positive law with ethical values supporting good governance and accountable public administration (Ikhsan et al., 2026).

Previous studies concerning civil servant discipline have primarily focused on administrative law, bureaucratic reform, institutional accountability, and implementation of Government Regulation Number 94 of 2021. Existing literature has provided valuable explanations regarding disciplinary procedures, categories of disciplinary violations, and the legal consequences arising from administrative misconduct. Limited scholarly attention has been devoted to examining the practical mechanism for imposing disciplinary sanctions within correctional institutions using empirical evidence obtained directly from disciplinary authorities. Integration of disciplinary enforcement with the analytical framework of *Fiqh Siyasah* also remains relatively limited, particularly in studies examining the relationship between administrative accountability and Islamic principles of governance. Most previous research evaluates disciplinary sanctions from normative legal perspectives without comprehensively analyzing their ethical implications within public administration. This study addresses that gap by examining the mechanism for imposing disciplinary sanctions at the Regional Office of the Directorate General of Corrections of Bengkulu while evaluating its implementation through the principles of *Fiqh Siyasah*. Integration of empirical findings with administrative law and Islamic political jurisprudence provides a broader perspective for strengthening disciplinary governance within Indonesian public institutions (Widyatmoko et al., 2025).

This study aims to analyze the mechanism for imposing disciplinary sanctions on civil servants under Government Regulation Number 94 of 2021 at the Regional Office of the Directorate General of Corrections of Bengkulu and to evaluate its implementation from the perspective of *Fiqh Siyasah*. Particular attention is directed toward examining administrative examination procedures, classification of disciplinary violations, determination of proportional sanctions, institutional supervision, and the practical challenges influencing disciplinary enforcement. Evaluation based on the principles of *amānah*, *al-'adl*, *ta'ab*, and *maṣlahah* is intended to determine whether disciplinary mechanisms have fulfilled the ethical responsibilities of government institutions in maintaining professionalism, accountability, and organizational integrity. Research findings are expected to contribute theoretically to the development of scholarship concerning administrative law, public governance, and Islamic political jurisprudence while providing practical recommendations for improving disciplinary management within government institutions. Strengthening procedural consistency, administrative transparency, and institutional accountability is expected to support the realization of a more professional, effective, and sustainable civil service system capable of delivering high-quality public services.

RESEARCH METHOD

This study employed an empirical juridical research design using a qualitative approach to examine the mechanism for imposing disciplinary sanctions on civil servants under Government Regulation Number 94 of 2021 at the Regional Office of the Directorate General of Corrections of Bengkulu. The research integrated statutory, conceptual, and empirical approaches to analyze the relationship between disciplinary regulations and their practical implementation within public administration. The research location was selected because the institution possesses direct authority to administer disciplinary proceedings involving civil servants and implement disciplinary sanctions in accordance with applicable legislation. Primary data were collected through in-depth interviews with authorized officials responsible for disciplinary enforcement, direct observation of administrative procedures, and documentation relating to disciplinary examination reports, institutional regulations, and disciplinary decisions. Secondary data were obtained from Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, other relevant statutory regulations, official institutional documents, academic journals, books, and legal literature discussing public administration, disciplinary law, and *Fiqh Siyasah*. Integration of normative and empirical data enabled a comprehensive assessment of disciplinary mechanisms while identifying institutional practices and practical challenges encountered during disciplinary enforcement.

Data were analyzed using an interactive qualitative analysis model consisting of data reduction, data presentation, and conclusion drawing to identify patterns explaining the implementation of disciplinary sanctions within the research institution. Analysis focused on disciplinary examination procedures, classification of disciplinary violations, decision-making processes, proportionality of sanctions, institutional supervision, and factors influencing the effectiveness of disciplinary enforcement. Empirical findings were subsequently interpreted using the legal framework established under Government Regulation Number 94 of 2021 together with the principles of *Fiqh Siyasah*, particularly *amānah*, *al-'adl*, *ta'ah*, and *maṣlahah*, to evaluate whether disciplinary mechanisms fulfilled governmental responsibilities in maintaining professionalism, accountability, and institutional integrity. Research credibility was strengthened through source triangulation, methodological triangulation, verification of institutional documents, and comparison between interview findings and official administrative records to ensure the validity, consistency, and reliability of the research findings.

RESULTS AND DISCUSSION

Mechanisms for Imposing Disciplinary Sanctions on Civil Servants

Implementation of disciplinary sanctions at the Regional Office of the Directorate General of Corrections of Bengkulu demonstrates that disciplinary enforcement constitutes an integral component of institutional governance aimed at maintaining professionalism, accountability, and organizational integrity. Research findings indicate that disciplinary mechanisms are implemented through administrative procedures established under Government Regulation Number 94 of 2021, beginning with the identification of alleged

disciplinary violations and continuing through administrative examination before disciplinary decisions are issued. Every reported violation is examined carefully to determine the factual circumstances, the degree of responsibility of the civil servant concerned, and the relevance of applicable disciplinary provisions. Administrative examination also provides an opportunity for the reported civil servant to present explanations and supporting evidence before disciplinary sanctions are determined. Procedural implementation of disciplinary mechanisms reflects institutional commitment to ensuring that disciplinary enforcement is conducted objectively while protecting the legal rights of civil servants throughout the administrative process. Consistent implementation of these procedures strengthens organizational discipline by ensuring that every disciplinary decision is supported by verified evidence and complies with applicable legal standards (Malubala et al., 2024).

Research findings demonstrate that administrative examination represents the principal mechanism supporting fair disciplinary enforcement. Examination procedures are conducted by authorized officials through the collection of documentary evidence, clarification of factual circumstances, and interviews with the civil servant concerned as well as other relevant parties when necessary. Administrative verification enables decision makers to distinguish between minor, moderate, and severe disciplinary violations before determining appropriate sanctions. Comprehensive examination procedures reduce the possibility of arbitrary decision-making because disciplinary sanctions are imposed only after factual findings have been thoroughly evaluated. Research findings further indicate that procedural transparency contributes significantly to institutional accountability because every stage of disciplinary examination is documented in accordance with administrative regulations. Accurate verification therefore strengthens public confidence in disciplinary governance while ensuring that disciplinary authority is exercised fairly, proportionally, and consistently (Edowai et al., 2025).

Classification of disciplinary violations constitutes another important element influencing the mechanism for imposing disciplinary sanctions. Research findings indicate that disciplinary violations are categorized according to the nature of misconduct, the extent of administrative responsibility, and the consequences arising from the violation. Appropriate classification enables authorized officials to determine proportional sanctions corresponding to the seriousness of each disciplinary offense. Application of proportionality prevents excessive punishment while ensuring that disciplinary measures remain effective in maintaining institutional discipline. Research findings reveal that proportional sanctions also encourage civil servants to improve professional conduct because disciplinary measures are perceived as corrective mechanisms rather than punitive actions intended solely to impose administrative burdens. Accurate classification therefore strengthens legal certainty while promoting consistency in disciplinary decision-making across similar administrative cases (Yuaningsih, 2020).

Authority to impose disciplinary sanctions is exercised by officials possessing legal competence under Government Regulation Number 94 of 2021. Research findings demonstrate that disciplinary decisions are issued after administrative examination has been completed and all relevant evidence has been evaluated comprehensively. Decision-making

procedures emphasize legality, accountability, and procedural fairness to ensure that disciplinary sanctions correspond to the factual circumstances established during administrative examination. Institutional supervision also plays an important role in maintaining consistency because disciplinary decisions remain subject to administrative review and internal evaluation where required by applicable regulations. Professional exercise of disciplinary authority contributes to strengthening organizational credibility because every administrative decision reflects compliance with statutory obligations rather than subjective considerations. Responsible implementation of disciplinary authority therefore reinforces the integrity of public administration while encouraging greater adherence to disciplinary obligations among civil servants (Malubala et al., 2024).

Research findings indicate that implementation of disciplinary mechanisms has contributed positively to improving organizational discipline within the Regional Office of the Directorate General of Corrections of Bengkulu. Administrative procedures established under Government Regulation Number 94 of 2021 provide a structured framework enabling disciplinary violations to be resolved through objective examination, proportional sanctions, and accountable decision-making. Practical implementation nevertheless remains influenced by differences in disciplinary awareness, administrative competence, and institutional consistency in applying disciplinary regulations. Continuous professional development, periodic evaluation of disciplinary procedures, and strengthening administrative supervision remain essential for improving the effectiveness of disciplinary governance. Improvement of disciplinary mechanisms ultimately supports the realization of a professional civil service characterized by integrity, accountability, legal certainty, and high-quality public service delivery (Herlinawan et al., 2024).

Effectiveness and Challenges in Implementing Government Regulation Number 94 of 2021

Implementation of Government Regulation Number 94 of 2021 has strengthened the disciplinary system for civil servants by establishing clearer procedures for handling disciplinary violations and determining appropriate administrative sanctions. Research findings indicate that the regulation has improved legal certainty because disciplinary examinations are conducted through structured administrative procedures supported by documentary evidence and official verification. Standardized procedures reduce uncertainty in decision-making and encourage greater consistency in applying disciplinary sanctions across different categories of violations. Institutional compliance with the regulatory framework also contributes to improving accountability because every disciplinary decision is supported by administrative records and legal justification. Research findings demonstrate that implementation of the regulation has encouraged civil servants to develop greater awareness of their professional responsibilities and administrative obligations. Effective enforcement of disciplinary regulations therefore supports institutional stability while reinforcing the broader objectives of bureaucratic reform and good governance (Inyomusi et al., 2026).

Professional leadership represents one of the principal factors supporting effective implementation of disciplinary sanctions. Research findings reveal that commitment

demonstrated by authorized officials significantly influences the consistency of disciplinary enforcement because leaders establish organizational standards governing discipline, accountability, and professional conduct. Objective supervision, timely administrative responses, and transparent decision-making encourage civil servants to comply with institutional regulations while strengthening organizational integrity. Administrative guidance provided by supervisors also assists employees in understanding disciplinary obligations and preventing procedural violations before formal sanctions become necessary. Research findings further indicate that continuous communication between management and employees contributes to creating a professional working environment characterized by responsibility and mutual respect. Strong leadership therefore functions as an essential element in maintaining effective disciplinary governance within public institutions (Arnas et al., 2025).

Institutional effectiveness is also influenced by the availability of administrative resources, competent personnel, and well-organized documentation systems. Research findings indicate that implementation of disciplinary procedures becomes more efficient when administrative records are properly maintained and disciplinary examination processes are supported by accurate documentation. Professional competence among officials responsible for disciplinary examinations enables objective evaluation of evidence while ensuring that sanctions correspond to the seriousness of each violation. Administrative coordination among organizational units further strengthens procedural efficiency because relevant information can be verified promptly during disciplinary investigations. Institutional readiness therefore contributes significantly to maintaining procedural consistency while reducing the possibility of administrative errors during disciplinary enforcement (Panjaitan & Sianipar, 2017).

Research findings also identify several practical challenges affecting implementation of Government Regulation Number 94 of 2021. Differences in disciplinary awareness among civil servants continue to influence compliance with administrative obligations because individual understanding of disciplinary responsibilities varies considerably. Administrative delays occasionally occur when supporting documents are incomplete or when clarification from multiple parties is required before disciplinary decisions can be finalized. Variations in professional experience among disciplinary officials may also affect procedural consistency when evaluating complex administrative violations. Institutional adaptation to regulatory changes requires continuous training to ensure that every official possesses a uniform understanding of applicable disciplinary provisions. Practical challenges of this nature indicate that effective disciplinary enforcement depends not only on comprehensive legal regulations but also on organizational readiness, administrative competence, and continuous institutional development (Dal, 2021).

Evaluation of the research findings demonstrates that Government Regulation Number 94 of 2021 has provided a stronger legal foundation for disciplinary governance within the Regional Office of the Directorate General of Corrections of Bengkulu. Clear disciplinary procedures, proportional sanctions, and accountable decision-making have strengthened organizational professionalism while supporting more transparent public

administration. Continuous improvement nevertheless remains necessary to enhance institutional effectiveness through professional training, administrative modernization, strengthened internal supervision, and periodic evaluation of disciplinary procedures. Improvement of these institutional components will reinforce consistency in disciplinary enforcement while increasing public confidence in the integrity and accountability of government institutions. Sustainable implementation of disciplinary governance ultimately contributes to the realization of a professional civil service capable of delivering effective, transparent, and high-quality public services (Avita et al., 2021).

Disciplinary Sanctions from the Perspective of *Fiqh Siyasa*

Fiqh Siyasa provides a comprehensive ethical framework for evaluating the exercise of governmental authority in imposing disciplinary sanctions on civil servants. Public authority within Islamic political jurisprudence is regarded as an *amānah* entrusted to government institutions to preserve justice, organizational integrity, and public welfare through accountable administration. Research findings demonstrate that the disciplinary mechanism implemented at the Regional Office of the Directorate General of Corrections of Bengkulu reflects this responsibility by applying disciplinary procedures based on statutory regulations, administrative verification, and proportional decision-making. Disciplinary sanctions are intended not merely to punish administrative misconduct but also to maintain institutional discipline and improve the quality of public service. Administrative authority exercised through transparent procedures strengthens public confidence because disciplinary decisions are supported by objective examination rather than subjective judgment. Evaluation from the perspective of *Fiqh Siyasa* therefore confirms that disciplinary enforcement constitutes an ethical responsibility aimed at protecting institutional credibility while ensuring that governmental authority is exercised responsibly and fairly (Asbudi, 2020).

The principle of *amānah* serves as the primary ethical foundation governing disciplinary authority within public administration. Government officials entrusted with supervisory responsibilities are obligated to implement disciplinary regulations honestly, professionally, and transparently while avoiding arbitrary administrative decisions. Research findings indicate that disciplinary examinations are conducted through documented procedures allowing civil servants to provide explanations before sanctions are imposed. Respect for procedural rights demonstrates institutional commitment to accountability because disciplinary decisions are supported by factual evidence and administrative verification. Professional implementation of disciplinary authority strengthens organizational integrity by ensuring that every disciplinary measure reflects legal responsibility rather than personal preference. Fulfillment of *amānah* consequently reinforces public trust because government institutions demonstrate consistency in maintaining discipline while protecting the rights of every civil servant involved in administrative proceedings (Maulana, 2024).

The principle of *al-'adl* requires disciplinary sanctions to be imposed fairly, proportionally, and without discrimination. Research findings demonstrate that proportional sanctions are determined according to the seriousness of disciplinary violations and the supporting evidence obtained during administrative examination. Equal treatment for every civil servant strengthens legal certainty because disciplinary measures are based upon

objective assessment rather than differences in rank, position, or personal relationships. Fair disciplinary procedures also provide opportunities for civil servants to clarify allegations before final decisions are issued, thereby protecting procedural justice throughout administrative enforcement. Research findings reveal that proportional implementation of disciplinary sanctions contributes to greater acceptance of disciplinary decisions because employees perceive the process as transparent and objective. Consistent application of *al-'adl* therefore supports organizational stability while strengthening confidence in administrative governance (Harahap, 2022).

The principle of *ta'ab* emphasizes obedience to legitimate authority and compliance with lawful regulations established for the benefit of society. Research findings indicate that disciplinary enforcement encourages civil servants to fulfill their professional obligations responsibly while respecting institutional rules governing public service. Compliance with disciplinary regulations reflects commitment to professional ethics because every civil servant shares responsibility for maintaining institutional performance and organizational credibility. Administrative supervision further strengthens the culture of obedience by ensuring that violations receive appropriate corrective responses consistent with applicable legal provisions. Research findings demonstrate that increased awareness of disciplinary obligations contributes to improving employee professionalism and reducing the recurrence of administrative misconduct. Practical implementation of *ta'ab* therefore supports the realization of disciplined public institutions capable of providing effective and accountable public services (Dewi et al., 2021).

The realization of *maṣlahah* represents the ultimate objective of imposing disciplinary sanctions within public administration. Institutional discipline is intended to protect public interests by ensuring that government services are delivered efficiently, responsibly, and in accordance with legal standards. Research findings demonstrate that implementation of Government Regulation Number 94 of 2021 contributes to strengthening bureaucratic integrity, improving administrative accountability, and promoting professional conduct among civil servants despite several practical challenges identified during this research. Continuous improvement through professional training, administrative supervision, institutional evaluation, and procedural consistency remains essential to maximize the effectiveness of disciplinary governance. Integration of disciplinary enforcement with the principles of *amānah*, *al-'adl*, *ta'ab*, and *maṣlahah* ultimately establishes a model of public administration that is legally accountable, ethically responsible, and capable of supporting sustainable bureaucratic reform while safeguarding justice and public welfare (Belawan, 2024).

CONCLUSION

The mechanism for imposing disciplinary sanctions on civil servants at the Regional Office of the Directorate General of Corrections of Bengkulu has generally been implemented in accordance with Government Regulation Number 94 of 2021 through structured administrative examinations, objective verification of disciplinary violations, proportional determination of sanctions, and accountable decision-making procedures. Research findings demonstrate that implementation of the disciplinary mechanism has

strengthened institutional professionalism, organizational discipline, and administrative accountability while supporting the broader objectives of bureaucratic reform and good governance. Practical implementation remains influenced by differences in disciplinary awareness, administrative competence, procedural consistency, and institutional supervision, requiring continuous improvement to ensure more effective disciplinary governance. Analysis from the perspective of *Fiqh Siyasah* confirms that the implementation of disciplinary sanctions reflects the principles of *amānah*, *al-'adl*, *ta'ah*, and *maṣlahah*, emphasizing that disciplinary enforcement constitutes both a legal obligation and an ethical responsibility to preserve justice, organizational integrity, and public welfare. Strengthening institutional capacity, improving administrative supervision, enhancing professional competence, and maintaining consistent implementation of disciplinary regulations remain essential for developing a transparent, accountable, and sustainable civil service system.

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