

Analysis of Dishonorable Dismissal as a Civil Servant in Pekanbaru City (Case Study: Sultan Syarif Kasim Riau State Islamic University)

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ARTICLE INFO

Article history:

Received Oct 04, 2025

Revised Nov 03, 2025

Accepted Dec 20, 2025

Available online Jan 05, 2026

Keywords:

Civil Servants, Dishonorable Dismissal, UIN Suska Riau

ABSTRACT

Dismissal without honor (PTDH) of civil servants (ASN) is the most severe sanction imposed on employees who violate the law and code of ethics. The issue examined in this study is the application of dishonorable dismissal to ASN involved in criminal acts of corruption, as occurred in the case of the former Rector of the Sultan Syarif Kasim Riau State Islamic University (UIN), Akhmad Mujahidin. The factor behind the importance of this study is the rampant violation of integrity in the bureaucracy, which can undermine public trust in the state apparatus. This study aims to analyze the legal basis and implementation of dishonorable dismissal in accordance with the provisions of Law Number 20 of 2023 concerning the State Civil Apparatus and Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. The results of the study show that the application of dishonorable dismissal to civil servants who are proven guilty by law is a mandatory legal

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Published by UIN Suska Riau

consequence and reflects the moral responsibility of the government in upholding the principle of clean governance. Dismissal without honor not only serves as an administrative punishment, but also as an effort to maintain the integrity of the bureaucracy and improve the professionalism and accountability of ASN. Thus, this policy plays an important role in building a clean, transparent, and fair government system.

INTRODUCTION

The State Civil Apparatus is a tool and instrument of the Government whose main duties and functions are to serve the state and the community, and are required to have integrity and competence in accordance with the requirements of their positions (Onibala et al., 2019). ASN is positioned as an element of the state apparatus, which implements policies set by government agency leaders who are free from the influence and intervention of all groups and political parties. It functions as a tool for public policy, public service, and national unity. ASN plays a role as planners, implementers, and supervisors of the implementation of general government tasks and national development through the implementation of professional policies and public services, free from political intervention and clean from practices of corruption, collusion, and nepotism (Pio, 2018).

As servants of the state, civil servants are also required to be loyal and obedient to Pancasila as the philosophy and ideology of the state, to the 1945 Constitution, to the state, and to the government so that they can focus all their attention and thoughts and devote all their energy to carrying out government and development tasks for the benefit of the community. In practice, violations are still committed by certain civil servants, ranging from administrative violations and disciplinary violations to serious crimes such as corruption. The phenomenon of corruption involving state officials has become a serious threat to good governance. Such acts not only harm state finances but also tarnish the image of government institutions and undermine public trust.

If a civil servant is sentenced to imprisonment or confinement based on a court decision that has permanent legal force for committing a criminal offense related to their position or a criminal offense related to their position or work, then the civil servant in question must be dismissed without honor for abusing the trust placed in them. Committing a criminal offense or a criminal offense related to their position (Fahmi et al., 2017).

One of these is stipulated in Article 52 of Law Number 20 of 2023 concerning the State Civil Apparatus, Dismissal of ASN Employees for the reasons referred to in paragraph (3) letters a, g, i, and j is categorized as dishonorable dismissal. The article states that dismissal without honor may be imposed if a civil servant commits a serious violation of Pancasila and the Constitution of the Republic of Indonesia of 1945, commits a serious disciplinary violation, is sentenced to imprisonment or confinement based on a court decision that has permanent legal force for committing a criminal offense related to their position or a criminal offense related to their position; and/or becomes a member and/or administrator of a political party.

In Law Number 20 of 2023 concerning the State Civil Apparatus, the imposition of administrative sanctions and dismissals for Civil Servants (PNS) has been systematically regulated based on the type and level of violation committed. This regulation emphasizes the importance of ASN discipline in order to maintain integrity, loyalty, and accountability in government administration. The types of violations regulated in this regulation include minor, moderate, and serious violations, each of which has its own legal and administrative consequences.

However, this study focuses specifically on dishonorable discharge (PTDH) as the most severe form of disciplinary punishment for civil servants. This dismissal is carried out as a form of sanction for serious violations, especially when civil servants are proven to have committed criminal acts related to their positions, such as corruption, or violations of state ideology, such as deviating from Pancasila and the 1945 Constitution, as well as becoming members/administrators of political parties.

Civil servants who are dishonorably dismissed are those who have been sentenced to imprisonment or confinement based on a court decision that has permanent legal force for committing a criminal offense related to their position or a criminal offense related to their position and/or a general criminal offense. This dismissal is effective from the end of the month following the court decision on the case that has permanent legal force, and the person concerned is dismissed as a civil servant without honor (Sumanti, 2023). Corruption offenses generally meet these elements, as they are typically committed by ASN in their capacity as public officials, exploiting their official authority to enrich themselves or others unlawfully.

After being dismissed without honor, the civil servant in question will lose their rights and obligations as a civil servant as well as access to other benefits, such as the loss of pension rights, allowances, and the opportunity to be reappointed as a civil servant in the future. In addition, these sanctions can also affect the career and reputation of civil servants in society. Therefore, the dishonorable dismissal process must be carried out carefully and objectively so as not to cause discrimination or injustice to the civil servants concerned (Firdaus et al., 2024).

The phenomenon of dishonorable dismissal of civil servants (PNS) is an important issue in governance that is oriented towards professionalism, integrity, and accountability of the state apparatus. In this case, an in-depth analysis of the phenomenon of corruption among ASN is a crucial step to highlight the structural, procedural, and legal issues underlying corrupt practices. Moreover, the actions taken by these ASN violate the code of ethics. In carrying out their duties, every civil servant (PNS) has responsibilities and must comply with the code of ethics and conduct that guides their behavior both inside and outside the scope of their work. The ethical and behavioral obligations and provisions of PNS form the basis for the attitudes and actions that they must carry out. One of the main objectives of complying with and adhering to these rules and principles of ethics and conduct is to ensure that PNS maintain their integrity without becoming involved in legal problems. Failure to comply with the obligations and rules of ethics and conduct set out in the Code of Ethics and Conduct for Civil Servants or failure to take them seriously can result in the loss of a PNS's employment status, thereby potentially eliminating their employment rights. Although civil servants play a crucial role in the structure of the bureaucracy and in carrying out government functions, it cannot be denied that they also have the potential to commit acts that violate the code of ethics and obligations that form the basis of their profession. Civil servants who violate these rules risk facing administrative sanctions and even dismissal from their positions (Damaiyanto, 2025)

Dismissal without honor also occurred in the city of Pekanbaru. Based on news reports highlighting the corruption case involving the former rector of the Sultan Syarif Kasim Riau State Islamic University for the 2018-2022 period, Prof. Dr. H. Akhmad Mujahidin, S.Ag., M.Ag., as the former Rector of UIN Suska Riau, was convicted of corruption of the Public Service Agency (BLU) for the 2019 fiscal year and the procurement of internet networks in 2020–2021. His actions were deemed to have caused financial losses to the state and undermined public trust in state Islamic educational institutions. This case serves as a clear example that integrity violations do not only occur in the realm of general government bureaucracy but have also spread to the academic world, which should uphold moral and ethical values.

This case not only has criminal implications but also administrative implications, particularly in the context of dishonorable dismissal (PTDH) as a civil servant. Based on the provisions of Article 56 paragraph (3) of Law Number 20 of 2023 concerning State Civil Servants, it is stated that ASNs who are sentenced to imprisonment for committing criminal acts of office or criminal acts of corruption must be dismissed without honor. This means that, in addition to serving their criminal sentence, the official also loses their civil service rights as a consequence of a serious violation of their obligations as a civil servant. Thus, the case of the former rector of UIN Suska Riau sets an important precedent for the application of PTDH in state-run religious universities.

Table 1.1 Data on Corruption Cases and Implications of Dishonorable Dismissal (PTDH) of the Former Rector of UIN Suska Riau

| Name | Position | Case | Year of Occurrence | Legal Status | Employment Consequences (PTDH) | Source |
|---|--------------------------------------|--|--------------------|--|--|---|
| Prof. Dr. H. Akhmad Mujahidin, S.Ag., M.Ag. | Rector of UIN Suska Riau (2018–2022) | Corruption of BLU Funds and Internet Network Procurement | 2019-2021 | Convicted (sentenced in a corruption case) | Dismissed without honor in accordance with the ASN Law | Cakaplah.com, Merdeka.com, Sabang Merauke News, Detik.com |

Table 1.1 describes a specific case of legal violations committed by Prof. Dr. H. Akhmad Mujahidin, S.Ag., M.Ag., who served as Rector of the Sultan Syarif Kasim State Islamic University (UIN Suska) Riau during the 2018–2022 period. Based on data obtained from various media sources, this case originated from the misuse of Public Service Agency (BLU) funds in the 2019 Fiscal Year and the procurement of internet networks in 2020–2021. These actions caused financial losses to the state and were categorized as criminal acts of corruption, resulting in the person concerned being convicted by law enforcement officials.

From a civil service perspective, this case has direct implications for Prof. Akhmad Mujahidin's status as a State Civil Apparatus (ASN). Based on the provisions

of Article 56 paragraph (3) of Law Number 20 of 2023 concerning the State Civil Apparatus, every ASN who is sentenced to criminal punishment for committing a criminal act or corruption must be dismissed without honor. Therefore, in addition to receiving a criminal sentence from the court, the person concerned also loses their status as a civil servant as a form of administrative sanction for serious violations of ASN ethics and integrity. The above case shows that the implementation of dismissal without honor is not only an administrative sanction but also a form of protection for the dignity and professionalism of ASN as a whole.

This study aims to analyze dishonorable dismissal as a civil servant (PNS) in the city of Pekanbaru (Case Study: UIN Suska Riau).

LITERATURE REVIEW

State Civil Apparatus

The term apparatus etymologically comes from the word apparatus, which means tool, body, agency, civil servant (W.J.S. Poerwadaminta, 2007:165).

Meanwhile, apparatus can be interpreted as a state tool or government apparatus. Thus, the state apparatus is a state tool that primarily covers the fields of institutions, administration, and civil service, which has the responsibility of carrying out the daily workings of the government. Therefore, the definition of apparatus is not only related to people but also organizations, facilities, regulations, and so on (Onibala et al., 2019).

The State Civil Apparatus is a tool and instrument of the Government whose main duties and functions are to serve the state and the community, and it is required to have integrity and competence in accordance with the needs of its position.

Based on Article 1 paragraph 2 of Law Number 20 of 2023 concerning the State Civil Apparatus, Civil Service Employees, hereinafter referred to as ASN Employees, are civil servants and government employees with employment agreements who are appointed by civil service officials and assigned duties in a government position or other state duties and are given income based on laws and regulations (Law Number 20 of 2023 concerning the Civil Service)

Types of Dismissal of Civil Servants

Types of termination of civil servants according to (Quarterly Point 2016) There are basically two types of termination of civil servants, namely: honorable termination and dishonorable termination.

According to Government Regulation Number 31 of 1979, which has been replaced by Government Regulation Number 9 of 2003 concerning the Authority to Appoint, Transfer, and Dismiss Civil Servants, dismissal has the following meanings:

1. Dismissal as an employee, which is dismissal that results in the person concerned no longer holding the position of civil servant.
2. Dismissal from a government position, which is a dismissal that results in the person concerned no longer being part of a state organization, but still holding the position of civil servant.

In the event that a person is honorably dismissed as a civil servant, they shall be granted their civil service rights in accordance with applicable laws and regulations. However, if they are dishonorably dismissed as a civil servant, they shall lose their civil service rights, including their right to a pension. The following are the types of civil servant dismissal:

a. Honorable Dismissal

The Civil Service Law stipulates that a civil servant may be honorably dismissed from their position as a teacher due to:

1. death;
2. reaching the retirement age;
3. at their own request;
4. physical and/or mental illness that prevents them from performing their duties continuously for 12 months; or
5. the termination of the employment agreement or collective bargaining agreement between the teacher and the education provider.

However, except for termination due to death and reaching retirement age, termination does not automatically result in dismissal as a civil servant.

b. Dismissal Without Honor

Civil servants may be dismissed without honor from their position as teachers for the following reasons:

1. violating their oath and pledge of office;
2. violating the employment agreement or collective bargaining agreement, or
3. neglecting their duties for one month or more continuously.

Based on the provisions of Article I number 19 of Government Regulation of the Republic of Indonesia Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning Civil Servant Management, it has been re-regulated that civil servants shall be dismissed without honor if:

1. They commit fraud against Pancasila and the 1945 Constitution of the Republic of Indonesia.
2. They are sentenced to imprisonment or confinement based on a court decision that has permanent legal force for committing a criminal offense related to their position and/or a general criminal offense. This dismissal is effective from the end of the month since the court decision on the case has permanent legal force.
3. Becoming a member and/or administrator of a political party.
4. Being sentenced to imprisonment based on a court decision that has permanent legal force for committing a criminal offense with a minimum sentence of 2 (two) years imprisonment and a premeditated crime.

This dismissal shall take effect at the end of the month following the court decision on the case that has permanent legal force. Meanwhile, civil servants who are sentenced to imprisonment for less than 2 (two) years based on a court decision that has permanent legal force for committing a criminal act with premeditation shall be honorably dismissed as civil servants without their own request. This dismissal shall take effect from the end of the month following the court decision on the case, which has become final and binding.

c. Temporary Dismissal

As stipulated in the ASN Law, civil servants shall be temporarily dismissed if:

1. They are appointed as state officials
2. Appointed as a commissioner or member of a non-structural

- institution
3. Detained as a suspect in a criminal case

The purpose of temporary dismissal is to protect the interests of the judiciary and also the interests of the agency. The reinstatement of temporarily dismissed civil servants is carried out by the civil service supervisory official.

According to (Karmenita et al., 2023) In addition to the types of dismissal mentioned above, based on BKN Regulation or Perka BKN Number 3 of 2020 concerning Technical Guidelines (Juknis) for the Dismissal of Civil Servants, it is also stated that civil servants can be dismissed for other reasons, namely:

1. Civil servants who fail to report to the head of their parent agency within 6 months after completing leave outside the state's responsibility shall be honorably dismissed as civil servants.
2. Civil servants who are late in reporting back to their parent agency after completing leave outside of state responsibility shall be treated as follows:
 - If the delay in reporting is less than 6 months, the civil servant concerned may be re-employed if the reasons for the delay in reporting are acceptable to the competent authority and there are vacancies, and after approval by the head of the National Civil Service Agency (BKN).
 - If the delay in reporting back is less than 6 months but the reasons for the delay are not accepted by the competent authority, the civil servant concerned shall be dismissed as a civil servant.

Rights and Obligations of Civil Servants

The rights and obligations of Civil Servants that must be fulfilled are stipulated in Articles 21, 22, and 24 of Law No. 20 of 2023 concerning Civil Servants as follows:

- Article 22
 - 1) Civil servants are entitled to receive awards and recognition in the form of material and/or non-material benefits.
 - 2) The components of rewards and recognition for Civil Servants as referred to in paragraph (1) consist of:
 - a. income;
 - b. motivational awards;
 - c. allowances and facilities;
 - d. social security;
 - e. work environment;
 - f. personal development; and
 - g. legal assistance.
 - 3) Income as referred to in paragraph (2) letter a may take the form of:
 - a. salary; or
 - b. wages.
 - 4) The motivational rewards referred to in paragraph (2) letter b may take the form of:
 - a. financial; and/or
 - b. non-financial.

- 5) Allowances and facilities as referred to in paragraph (2) letter c may take the form of:
 - a. position-related allowances and facilities; and/or
 - b. individual allowances and facilities.
- 6) Social security as referred to in paragraph (2) letter d consists of:
 - a. health insurance;
 - b. work accident insurance;
 - c. death insurance;
 - d. pension insurance; and
 - e. old age insurance.
- 7) The work environment referred to in paragraph (2) letter e may include:
 - a. physical; and/or
 - b. non-physical.
- 8) Self-development as referred to in paragraph (2) letter f may include:
 - a. talent and career development; and/or
 - b. competency development.
- 9) Legal assistance as referred to in paragraph (2) letter g may take the form of:
 - a. litigation; and/or
 - b. non-litigation.
- 10) The President may adjust the components of awards and recognition as referred to in paragraph (2) by taking into account the financial capacity of the state.
 - Article 22
- 1) Pension benefits and old-age benefits as referred to in Article 21 paragraph (6) letter d and letter e shall be paid after the ASN employee ceases to work.
 - 2) The pension and old age benefits referred to in paragraph (1) are provided as protection for the continuity of old age income, as a right, and as a reward for service.
 - 3) The pension and old age benefits referred to in paragraph (1) include pension and old age benefits provided in social security programs in accordance with the national social security system and social security administrators.
 - 4) The source of funding for the pension and old-age benefits referred to in paragraph (1) comes from the government as the employer and the contributions of the relevant ASN employees.
 - 5) Further provisions regarding pension benefits and old age benefits for ASN employees as referred to in paragraph (1) are regulated in a Government Regulation.
 - Article 24
 - 1) Civil servants are required to:
 - a. be loyal and obedient to Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia, and the legitimate government;
 - b. comply with the provisions of laws and regulations;
 - c. implement the basic values of ASN and the code of ethics and code of conduct of ASN;
 - d. maintain neutrality; and
 - e. be willing to be assigned to any part of the Unitary State of the

Republic of Indonesia and to Indonesian diplomatic missions located outside Indonesia.

- 2) ASN employees who do not comply with the obligations referred to in paragraph (1) shall be subject to disciplinary violations and disciplinary sanctions.
- 3) Government agencies are required to enforce discipline among ASN employees and implement various measures to improve ASN employee discipline.

METHODOLOGY

This study uses a qualitative descriptive approach. According to Sugiyono, qualitative descriptive research is research used to study the natural conditions of an object, in which the researcher acts as the key instrument. Data collection techniques

were carried out using triangulation, data analysis was inductive, and the research results emphasized meaning rather than generalization. This approach was chosen because it aimed to provide an in-depth description of the application of Dishonorable Dismissal (PTDH) to Civil Servants against the former Rector of the Sultan Syarif Kasim State Islamic University (UIN) Suska Riau. The descriptive qualitative approach allows researchers to explore in depth the legal and administrative phenomena that occur in the field, as well as to understand the meaning behind the policy and its implementation based on the perspective of legislation and institutional practices. The data obtained were analyzed using qualitative descriptive analysis techniques, namely by reducing the data, presenting the data systematically, then drawing conclusions and presenting them in narrative form.

RESULTS AND DISCUSSION

1. Procedures for Dishonorable Dismissal of Civil Servants according to Law Number 20 of 2023 concerning State Civil Apparatus

Dismissal without honor (PTDH) is the most severe form of administrative sanction that can be imposed on a civil servant (ASN). Conceptually, dismissal without honor reflects the government's firm action in upholding the principles of integrity, professionalism, neutrality, and accountability of ASNs as implementers of public policy and public services. This mechanism not only has administrative significance, but is also imbued with moral and legal values that serve to uphold the dignity of the bureaucracy and public trust in the state apparatus. Normatively, Law Number 20 of 2023 concerning the Civil Service affirms the legal basis for Dishonorable Dismissal in Article 52 paragraph 3 letters a, g, i, j, which states that ASN can be dismissed dishonorably if:

1. Committing violations against Pancasila and the 1945 Constitution of

the Republic of Indonesia.

2. Committing a serious disciplinary offense
3. Being sentenced to imprisonment or confinement based on a court decision that has permanent legal force for committing a criminal offense related to one's position or a criminal offense related to one's position; and/or
4. Being a member and/or administrator of a political party

The procedures for dismissing civil servants for committing criminal acts/violations are regulated as follows. The dismissal with or without honor of civil servants who commit criminal acts/violations is proposed by (Sumanti, 2023):

1. PPK to the President for civil servants who hold senior leadership positions, middle leadership positions, and senior expert positions; or
2. PyB to PPK for civil servants who hold primary JPT, JA, JF positions other than senior expert JF positions.
3. The President or PPK shall issue a decision on honorable or dishonorable dismissal as a civil servant as referred to above, with the civil servant receiving their civil service rights in accordance with the provisions of laws and regulations. The dismissal decision shall be issued no later than 21 (twenty-one) working days after the dismissal proposal is received. This provision confirms that dishonorable discharge is not only administrative in nature, but also a self-executing legal consequence of a criminal act that has obtained permanent legal force (*inkracht van gewijsde*). Therefore, government agencies do not need to wait for an additional decision from the civil service supervisory official to apply the sanction after a court decision.

In the context of civil service, criminal acts of corruption are categorized as the most serious violations because they involve abuse of authority and result in financial losses to the state. Civil servants who are proven to have committed corruption not only damage the public financial system, but also undermine the integrity of the bureaucracy and the image of the government in the eyes of the public. Therefore, dishonorable dismissal is a form of disciplinary enforcement that is imperative (mandatory), not optional.

Thus, dishonorable dismissal is not only a form of administrative punishment, but also a manifestation of the state's legal responsibility in upholding the principles of clean governance and zero tolerance for corruption among civil servants. This step also affirms the government's commitment to creating a clean, integrity-driven apparatus that can serve as a role model in realizing good governance and freedom from corrupt practices.

2. Application of Dishonorable Dismissal in the Case of the

Former Rector of UIN Suska Riau (2018-2022 Period)

The application of the principle of dishonorable dismissal can be seen concretely in the corruption case involving Prof. Akhmad Mujahidin, which began with allegations of misuse of Public Service Agency (BLU) funds and the procurement of an internet network at the UIN Suska Riau campus. Based on findings from various sources such as Cakaplah.com, Detik.com, Merdeka.com, Sabang Merauke News, and RiauOnline, there were at least two major corruption cases that caused billions of rupiah in state losses.

First, the former Rector of the Sultan Syarif Kasim Riau State Islamic University (UIN), Akhmad Mujahiddin, was sentenced to two years and ten months in prison by the Pekanbaru District Court. He was found guilty of collusion in a campus internet network procurement project funded by the 2020 and 2021 state budgets, with a total budget of more than Rp3.6 billion. The verdict was read virtually by the panel of judges on Wednesday, January 18, 2023. In addition to the prison sentence, Akhmad Mujahiddin was also required to pay a fine of Rp200 million, with the provision that if it was not paid, it would be replaced with four months' imprisonment. During the trial, it was revealed that Mujahiddin intervened in the procurement project, including requesting price reductions from the supplier. These actions were considered an abuse of authority and a violation of clean governance principles, leading the panel of judges to find him guilty of violating the Corruption Crime Law.

Second, the case of misuse of Public Service Agency (BLU) funds in the 2019 Fiscal Year, in which Akhmad Mujahidin was again proven to have committed corruption with a total state loss of Rp7,367,767,483. Based on the Corruption Court's decision on August 8, 2024, he was sentenced to 9 years and 6 months (9.5 years) in prison, a fine, and the obligation to pay compensation equal to the state losses. This series of events shows a pattern of abuse of power and weak internal control systems within the university.

With the legal status now final and binding (inkracht), the dismissal without honor of Akhmad Mujahidin is a legal consequence that must be carried out by the Ministry of Religion of the Republic of Indonesia as the personnel supervisory agency. This dismissal is not merely an administrative action, but rather the implementation of legal norms as stipulated in Article 52 of Law No. 20 of 2023 concerning ASN.

This is in line with the derivative provisions in Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, which also emphasizes that ASN who are sentenced to imprisonment for criminal acts of corruption must be dismissed without honor. Therefore, the dismissal without honor of Akhmad Mujahidin, Head of the Regional Development Planning Agency, is not merely an administrative decision, but a legal consequence that is inherent as a form of moral and legal accountability of

ASN.

3. Administrative and Social Impacts of Dishonorable Dismissal

The application of dismissal without honor (PTDH) to high-ranking officials such as university rectors has very significant administrative and social impacts. Legally, the dishonorable dismissal of Prof. Akhmad Mujahidin, former Rector of the Sultan Syarif Kasim State Islamic University (UIN Suska) Riau, is a logical consequence of a court decision that has permanent legal force (inkracht). Based on the provisions of Law Number 20 of 2023 concerning State Civil Apparatus, every civil servant who is found guilty of corruption must be dismissed without honor from their position without waiting for the sentence to be completed. This step affirms the government's commitment to maintaining the integrity and accountability of the state apparatus, as well as preventing the abuse of public office.

1. Administrative Impact

From an administrative perspective, the implementation of dishonorable dismissal has serious implications for the employment status and legal position of the civil servant concerned. First, all employment rights are permanently revoked, including salary, allowances, and pension rights, as well as the opportunity to be reappointed as a civil servant in the future. Second, civil servant status is completely revoked, so that the individual concerned no longer has the right or authority to hold public office under a government agency, either at the central or regional level. Third, the name of the person concerned will be recorded in the national civil servant database as an individual who does not meet the requirements for future civil servant recruitment. In addition, these sanctions can also affect the career and reputation of civil servants in society.

Apart from impacting the individual, dishonorable dismissal also affects the image of the institution he once led, in this case UIN Suska Riau. The corrupt actions of the former rector of UIN Suska Riau have caused the institution to become the center of public attention, which ultimately damages the institution's reputation and raises doubts about the university's internal control system. This case also highlights the weak control over the management of Public Service Agency (BLU) funds, which

should be a source of funding for academic and educational purposes, not for personal gain.

2. Social and Moral Impact

Socially, corruption cases involving rectors have a domino effect on the image of institutions and the morality of the academic community. As a state Islamic educational institution, the rector's involvement in criminal acts of corruption has caused a crisis of public confidence in the academic integrity and governance of the university. Not only does it tarnish the good name of the campus, but it also weakens the morale of employees, lecturers, and students who previously regarded the leadership as role models and symbols of honesty.

This phenomenon shows that corruption at the leadership level has a direct impact on the moral and symbolic legitimacy of religious higher education institutions. When an academic leader who is supposed to instill Islamic values is caught up in corruption, it creates a deep moral paradox. The psychological impact is felt not only within the campus environment but also by the wider community, which views Islamic universities as centers for character building and noble ethics.

Furthermore, this case serves as a warning to all civil servants, especially structural officials in higher education, to strengthen the values of accountability, professionalism, and integrity in carrying out their public duties. The implementation of dishonorable dismissal is also concrete evidence of the implementation of the principle of "clean and accountable government," which is the goal of bureaucratic reform in Indonesia.

From a public administration perspective, dishonorable dismissal also demonstrates the important role of civil servant supervision and disciplinary mechanisms in efforts to achieve clean governance. The application of sanctions against high-ranking officials such as rectors is proof that no position is immune from the law. The government, through the State Civil Service Commission (KASN), the State Civil Service Agency (BKN), and the Ministry of Religious Affairs, is obliged to ensure that dismissal decisions are made based on the principles of legal certainty, justice, and compliance with court decisions that have permanent legal force (*inkracht*). Thus, dishonorable dismissal serves as a preventive and educational tool so that other civil servants do not commit similar violations.

In this case, the case of Akhmad Mujahidin serves as an important lesson on how the highest academic position cannot be separated from the principles of trust and public responsibility. The dishonorable dismissal of the rector of UIN Suska Riau is clear evidence that bureaucratic reform in the higher education sector still faces major challenges. Overall, the application of dishonorable dismissal (PTDH) against the former Rector of UIN Suska Riau, Prof. Dr. H. Akhmad Mujahidin, S.Ag., M.Ag., is a concrete manifestation of law enforcement and civil service discipline within the State Civil Apparatus. From a legal perspective, dismissal without honor serves as a legal instrument to uphold the rule of law in the field of civil service in accordance with the provisions of Law Number 20 of 2023 concerning the Civil Service, while from a moral and social perspective, this policy has an educational effect on all ASNs to always

uphold the values of accountability and professionalism in carrying out their duties for the state.

CONCLUSION

Based on the results of the previous analysis and discussion, researchers can conclude several important points that need to be considered, namely that the dishonorable dismissal of civil servants (ASN) proven to have committed criminal acts of corruption is a mandatory legal consequence. This is in accordance with the provisions of Law Number 20 of 2023 concerning Civil Servants and Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which stipulates that ASN who are sentenced to imprisonment based on a court decision that has permanent legal force (*inkracht*) must be dishonorably dismissed.

This shows that in the case of the former Rector of UIN Sultan Syarif Kasim Riau, Akhmad Mujahidin, the application of dishonorable dismissal is a form of law enforcement and civil service discipline based on integrity and moral responsibility. The dismissal is not only administrative in nature, but also a firm step by the government in realizing clean governance and zero tolerance for corruption in the bureaucracy. This policy affirms the government's commitment to maintaining the professionalism and accountability of civil servants as implementers of public policy. With consistent and fair enforcement of discipline, it is hoped that civil servants will be able to carry out their duties honestly, responsibly, and in the interests of the community, while upholding the values of Pancasila and the 1945 Constitution.

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