Implementation Of Civil Servant Termination Based On The Latest Articles And Regulations At Elementary School 21 Tarai Bangun Regency Kampar

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A B S T R A C T

This study aims to analyze the implementation of the dismissal policy for Civil Servants (ASN) at SDN 21 Tarai Bangun, Tambang District, Kampar Regency, in accordance with the latest legal provisions. Using a qualitative descriptive approach, data were collected through in-depth interviews with school management and one ASN, as well as documentation and observation of the disciplinary process. The results show that the implementation of ASN dismissal follows the procedures regulated by the National Civil Service Agency (BKN) and the Kampar Regency Civil Service Agency (BKD), based on Government Regulation No. 94 of 2021 on Civil Servant Discipline and Law No. 20 of 2023 on ASN. The process includes performance evaluation, formal reporting, and administrative verification before the final decision by the Regent of Kampar. Coordination between schools, the Department of Education, and BKD has been effective, although administrative and digital documentation barriers remain. The findings align with Edward III's policy implementation theory, emphasizing communication, resources, and bureaucratic structure as key success factors. Strengthening digital administration and continuous dissemination of regulations are recommended to improve efficiency and accountability in public service management.

INTRODUCTION

Indonesia, as affirmed in Article 1 paragraph (3) of the 1945 Constitution, is a country based on the rule of law that requires all government administrators to act in accordance with legal norms and principles of justice. Within this framework, the State Civil Apparatus (ASN) plays an important role as the implementer of public policy and the glue that holds the nation together (Ramdita & Hutagalung, 2023). The development of the digital era requires ASN to work more professionally, transparently, and with high integrity (KemenPANRB, 2024). However, various forms of disciplinary violations, such as unauthorized absences and abuse of office, are still commonly found (Setkab, 2022; BKN, 2025; BPK Regulation, 2021).

In the last five years, the government has been aggressively implementing law-based bureaucratic reforms to strengthen ASN governance. The issuance of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline is a strategic step in improving the personnel supervision system (BPK Regulation, 2021). This regulation outlines rights, obligations, prohibitions, and disciplinary sanctions in more detail (Setkab, 2022). The implementation of this policy is also in line with the strengthening of *BerAKHLAK* values, which serve as moral guidelines for ASN (KemenPANRB, 2024). However, gaps between regulations and practices in the field still often occur (Ramdita & Hutagalung, 2023; BKN, 2025).

This regulation replaces Government Regulation No. 53 of 2010, which was deemed unable to adapt to the needs of modern bureaucracy. The update focuses on the aspects of discipline, responsibility, and accountability of civil servants in providing public services (Setkab, 2022; BPK Regulation, 2021). In practice, violations such as absenteeism, tardiness, and abuse of authority are still found in various agencies (BKN, 2025). This condition indicates that there is still a gap between ideal regulations and actual implementation (Ramdita & Hutagalung, 2023). The government continues to encourage the enforcement of electronic-based discipline to improve transparency (KemenPANRB, 2024).

In addition to regulatory aspects, the moral and mental dimensions of ASN are also important factors in carrying out government functions. A number of studies reveal that weak work ethics and moral awareness are the dominant causes of disciplinary violations (Ramdita & Hutagalung, 2023). Therefore, ASN character building needs to be improved through public ethics training and direct supervision from superiors (Setkab, 2022). The *BerAKHLAK* values, which have been implemented since 2024, are expected to shape civil servants who are honest, service-oriented, and professional (KemenPANRB, 2024; BKN, 2025; BPK Regulation, 2021).

Another issue that also affects the enforcement of ASN discipline is weak human resource management and inter-agency coordination. The layered bureaucratic structure causes delays in the process of imposing sanctions (Setkab, 2022; Ramdita & Hutagalung, 2023). Additionally, there is still a lack of understanding regarding the legal procedures for dismissing civil servants (BKN, 2025). Reform supervision based on technology information is

expected to improve the effectiveness and transparency of disciplinary implementation (KemenPANRB, 2024; BPK Regulation, 2021).

The applicable civil servant termination policies are divided into three types, namely honorable termination, dishonorable termination, and temporary termination (BPK Regulation, 2021; Setkab, 2022). These provisions are explained in detail in Government Regulation No. 94 of 2021 and reinforced by implementing regulations from the National Civil Service Agency (BKN, 2025). However, administrative obstacles, particularly in gathering evidence and processing civil servant appeals, often remain a barrier (Ramdita & Hutagalung, 2023; Ministry of Administrative and Bureaucratic Reform, 2024).

Furthermore, external oversight of the implementation of ASN discipline still needs to be strengthened through synergy between BKN, the Inspectorate General, and the Ombudsman. The lack of oversight has resulted in a number of violations not being immediately sanctioned (Setkab, 2022). Based on the BKN report (2025), the most common violations are absence without a valid reason and abuse of authority. Therefore, strengthening the digital monitoring system is a must in the era of modern bureaucracy (KemenPANRB, 2024; BPK Regulation, 2021; Ramdita & Hutagalung, 2023).

In the context of a constitutional state, enforcing civil servant discipline is not merely an administrative matter, but also an effort to build the integrity of the public apparatus (Setkab, 2022; KemenPANRB, 2024). Civil servants are expected to be role models for the community by demonstrating honesty, responsibility, and dedication. Through the implementation of Government Regulation No. 94 of 2021 and the *BerAKHLAK* values, it is hoped that a clean and trustworthy bureaucracy will be created (Ramdita & Hutagalung, 2023; BPK Regulation, 2021; BKN, 2025).

Overall, various civil service disciplinary reform measures reflect the government's commitment to strengthening integrity in bureaucratic governance. However, effective implementation requires synergy between legal regulations, moral guidance, and a strong institutional system. In the context of ICCES 2025, this discussion is relevant because it highlights the relationship between law, governance, and the behavior of state officials (KemenPANRB, 2024; Setkab, 2022; BKN, 2025; BPK Regulation, 2021; Ramdita & Hutagalung, 2023).

LITERATURE REVIEW
Definition of Implementation
Implementation is the process of applying policies or decisions into concrete actions so that the objectives set can be achieved effectively. Mulyadi (2015) explains that implementation is an activity to transform policies into operational actions aimed at achieving results. This process involves adjusting resources, time, and strategies so that decisions do not remain merely normative. Lister in Taufik and Isril (2013) states that the success of

implementation is measured from the extent to which the resultsof policy implementation are in line with the previously programmed direction and objectives. In the context of government, policy implementation requires cross-sector coordination so that the results are measurable and beneficial to the public (Grindle, 2020; Ramdita & Hutagalung, 2023).

In addition, Grindle (in Mulyadi, 2015) views implementation as an administrative process that requires continuous monitoring and evaluation of the success rate of a particular program. This is in line with the opinion of the Ministry of Administrative and Bureaucratic Reform (KemenPANRB, 2024), which emphasizes that the implementation of ASN policies must be outcome-based and not only focus on fulfilling administrative procedures. Therefore, implementation can be said to be successful if it brings about positive changes in bureaucratic behavior and improves the quality of public services (Setkab, 2022; BKN, 2025; BPK Regulation, 2021).

Definition of Termination

Termination is an important aspect of human resource management that marks the end of the employment relationship between an employee and an agency. Mangkunegara (in Hamali, 2018) explains that termination can be temporary or permanent, depending on the reasons and organizational policies. Hasibuan (2009) defines termination as the severance of an employment relationship that ends a person's attachment to an institution, either at their own request or by organizational decision. In the context of ASN, termination not only has administrative implications, but also reflects the enforcement of discipline and integrity of the state apparatus (KemenPANRB, 2024; Ramdita & Hutagalung, 2023).

According to Supomo (2019), employee termination must be carried out in accordance with laws and regulations so as not to violate employee rights. The government, through Law No. 20 of 2023 and Government Regulation No. 94 of 2021, has regulated in detail the reasons, procedures, and sanctions for dismissing civil servants, including honorable, dishonorable, and temporary dismissals (BPK Regulation, 2021). Honorable dismissal is generally granted due to retirement, death, or personal request, while dishonorable dismissal is granted due to serious violations, such as criminal acts of corruption or abuse of office (Setkab, 2022; BKN, 2025).

The Concept of State Civil Apparatus (ASN) and Civil Servants (PNS)

The State Civil Apparatus (ASN) is a profession for civil servants (PNS) and government employees with work agreements (PPPK) who work in government agencies. Based on Law No. 20 of 2023, ASN has three main functions, namely implementing public policies, serving the public, and acting as a unifying force for the nation (KemenPANRB, 2024). ASN is responsible for implementing policies made by civil service officials in accordance with legal provisions. Employees

Civil servants are appointed by civil service officials and are granted rights, obligations, and legal protection based on applicable regulations (BKN, 2025).

PNS are Indonesian citizens who are permanently appointed to government positions, while PPPK are employees who are appointed based on employment agreements with a specific term of office. These two categories have equal legal status in terms of performing government duties, but differ in terms of the appointment system and length of service (BPK Regulation, 2021; Setkab, 2022). In the modern bureaucratic system, ASN are expected to have integrity, professionalism, and the ability to adapt to developments in digital technology in order to improve the quality of public services (Ramdita & Hutagalung, 2023; KemenPANRB, 2024).

The Concept of Regulations and Enforcement of ASN Discipline

Regulations are provisions that bind citizens as guidelines and tools to control behavior so that social life runs in an orderly and organized manner (KBBI, 2023). Anshari (1983) explains that compliance with regulations is not only due to legal coercion, but also due to moral awareness and social responsibility. Meanwhile, Martono (2012) emphasizes that regulations serve to maintain a balance between the rights and obligations of citizens. In the context of ASN, regulations form the basis of work ethics, behavioral standards, and supervision of the implementation of state apparatus duties (Setkab, 2022; KemenPANRB, 2024).

The enforcement of civil servant discipline is regulated through Government Regulation No. 94 of 2021 and Law No. 20 of 2023, which stipulate that every civil servant must adhere to basic values, a code of ethics, and official norms (BPK Regulation, 2021). Violations of these obligations can result in administrative sanctions or even dishonorable discharge. The government encourages the implementation of a digital-based monitoring system to ensure that the disciplinary enforcement process is transparent and accountable (BKN, 2025; Ramdita & Hutagalung, 2023). Thus, regulations are not only a means of controlling behavior, but also a moral foundation for realizing a clean and integrity-based bureaucracy (KemenPANRB, 2024; Setkab, 2022).

Dismissal of ASN Based on Legal Provisions

The dismissal of civil servants is comprehensively regulated in Law Number 20 of 2023 concerning Civil Servants, which replaces Law Number 5 of 2014. In this regulation, dismissal can be carried out with honor, without honor, or temporarily depending on the reasons and violations committed. The government, through Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, provides technical guidelines on the procedures for imposing disciplinary sanctions up to termination (Setkab, 2022; KemenPANRB, 2024). The aim is to uphold the integrity and professionalism of civil servants so that they remain in line with the

of ANEKA: Accountability, Nationalism, Public Ethics, Commitment to Quality, and Anti- Corruption (BKN, 2025).

Dismissal without honor may be imposed on civil servants who commit serious violations such as criminal acts, abuse of office, or corruption, as stipulated in Article 87 of Law No. 20 of 2023. Meanwhile, dismissal with honor is granted due to retirement, death, or voluntary resignation based on good performance (BPK Regulation, 2021). Based on the evaluation by the Ministry of Administrative and Bureaucratic Reform (2024), dismissals that are carried out transparently and in accordance with regulations can increase public trust in government bureaucracy. Therefore, dismissal is not merely a form of punishment, but an instrument for enforcing ethics and quality of civil service governance (Ramdita & Hutagalung, 2023).

Principles of Discipline and Ethics for ASN

ASN discipline includes the ability to comply with obligations and avoid prohibitions stipulated in laws and regulations and official regulations. According to PP No. 94 of 2021, disciplinary violations can take the form of actions that violate legal norms, social norms, and official norms. Work discipline is a key indicator of ASN performance because it reflects responsibility and loyalty to the institution (KemenPANRB, 2024; BKN, 2025). In practice, the enforcement of discipline must be accompanied by continuous guidance so that ASN have an intrinsic awareness of their duties and obligations (Setkab, 2022).

The ethics of civil servants are regulated through a code of ethics and code of conduct for civil servants as outlined in Law No. 20 of 2023, which emphasizes the values of professionalism, honesty, and public responsibility. Ramdita and Hutagalung (2023) state that civil servant ethics are not merely formal rules, but a moral foundation for serving the community. Enforcing discipline and ethics is a strategy for bureaucratic reform to build an adaptive, innovative apparatus that is free from abuse of authority (BPK Regulation, 2021; KemenPANRB, 2024). Therefore, the success of bureaucratic reform depends on the extent to which the moral values of ASN are applied in daily work practices.

Factors Affecting the Dismissal of ASN

The dismissal of ASN is influenced by internal and external factors. Internal factors include disciplinary violations, poor performance, and inability to adapt to organizational changes. Meanwhile, external factors include changes in government policy, institutional restructuring, and budget efficiency (Setkab, 2022; KemenPANRB, 2024). Ramdita and Hutagalung (2023) add that the work environment, leadership, and organizational culture also play an important role in encouraging violations or low work motivation, which ultimately lead to administrative sanctions.

In addition, BKN (2025) emphasizes that low digital literacy and the slow adaptation of civil servants to the electronic-based government system (SPBE) are among the causes of declining employee performance. The government then strengthened competency-based coaching and training systems to prevent dismissals caused by civil servants' unpreparedness to face bureaucratic digitalization (BPK Regulation, 2021). Therefore, termination should be viewed not only as a sanction, but also as an evaluation of the HR management system, which must always be adaptive to the challenges of the times (KemenPANRB, 2024; Setkab, 2022).

The Impact of Civil Servant Dismissals on Performance and Public Trust

The professional and transparent dismissal of civil servants has a dual effect on the organization. On the one hand, it serves as a form of enforcement and a lesson for other civil servants to be more disciplined. On the other hand, non-transparent dismissals can lower morale and public trust in government institutions (Ramdita & Hutagalung, 2023; Setkab, 2022). Based on the results of a survey by the Ministry of Administrative and Bureaucratic Reform (KemenPANRB, 2024), the clarity of dismissal procedures greatly affects the image of public organizations, especially regional institutions and ministries.

Another impact is increased accountability and efficiency in the performance of institutions after the dismissal of civil servants who violate the rules. According to BKN (2025), a dismissal process based on performance evaluation can actually strengthen the merit system and professionalism of the bureaucracy. Thus, the dismissal of ASN in accordance with regulations becomes a means of internal reform and strengthening a positive work culture within government organizations (BPK Regulation, 2021; KemenPANRB, 2024). Transparency and consistency in law enforcement for ASN are key to building public trust in the quality of bureaucratic governance in Indonesia.

METHODOLOGY

This study uses a qualitative approach with a descriptive method, as it aims to describe the phenomenon in depth and factually regarding the dismissal process of Civil Servants (ASN) at SDN 21 Tarai Bangun, Tambang District, Kampar Regency. This approach was chosen to understand social realities and personnel policies contextually through the direct experiences of informants in the field (Sugiyono, 2022; Moleong, 2021). The descriptive method was used to present the research findings systematically, factually, and accurately regarding the facts and relationships between the observed phenomena.

This research was conducted at SDN 21 Tarai Bangun because the school was one of the locations experiencing the dynamics of personnel policy related to the process of dismissal ASN. The location was selected using purposive with considering data availability and the openness of the schools in providing information (Miles, Huberman, & Saldaña, 2020). The research was conducted in the odd semester of the 2025 academic year.

The data sources in this study consist of primary and secondary data. Primary data was obtained through in-depth interviews with one civil

servant who had direct experience of the dismissal process, as well as the school principal and administrative staff as supporting informants. Secondary data was obtained through documentation studies in the form of personnel files, decrees, regulations related to civil servants, and legal references such as Law No. 20 of 2023 concerning Civil Servants and Government Regulation No. 94 of 2021 concerning Civil Servant Discipline (KemenPANRB, 2024; BKN, 2025).

Data collection techniques were carried out using three methods, namely in-depth interviews, participatory observation, and documentation studies. Interviews were used to explore informants' subjective understanding of the implementation of civil servant termination policies in schools. Observations were made on organizational behavior, communication patterns, and administrative impacts that occurred after the termination process. Meanwhile, documentation studies were used to obtain objective evidence and strengthen the interview data (Creswell & Poth, 2021; Moleong, 2021).

The data analysis stages were carried out interactively with reference to the Miles and Huberman (2020) model, which includes three main processes: data reduction, data presentation, and conclusion drawing. Data reduction was carried out by selecting important information according to the research focus, while data presentation was carried out through the compilation of descriptive narratives and tables of findings. Conclusions were drawn inductively based on the results of field data interpretation and personnel theory.

To maintain data validity (trustworthiness), the researcher applied source triangulation and method triangulation techniques. Source triangulation was conducted by comparing the results of interviews between civil servants, school principals, and the Kampar Regency Regional Civil Service Agency (BKD). Method triangulation was carried out by verifying the consistency between the interview results, official documents, and field observation results (Sugiyono, 2022; Creswell & Poth, 2021).

In addition, the researcher ensured research ethics by maintaining the confidentiality of informants' identities and obtaining official permission from the school before collecting data. All research processes followed the principles of transparency, objectivity, and non- discrimination in accordance with the ICCES 2025 social research guidelines.

The results of this study are expected to contribute empirically and theoretically to the understanding of the implementation of civil servant dismissal policies in primary education, as well as to serve as evaluation material for government agencies

in improving the management of civil service resources at the regional level (BKN, 2025; KemenPANRB, 2024).

RESULTS AND DISCUSSION

The implementation of the dismissal policy for Civil Servants (ASN) at SDN 21 Tarai Bangun, Tambang District, Kampar Regency, was carried out based on the provisions set by the Regional Civil Service Agency (BKD) of Kampar Regency and the Central Civil Service Agency (BKN). Based on interviews with the school principal and one ASN, the termination process was carried out transparently, administratively, and in accordance with legal procedures. The main stages involved included disciplinary evaluation, preparation of violation reports, attendance checks, and termination recommendations by the BKD (BKN, 2025; KemenPANRB, 2024).

The implementation of the policy in the field demonstrates the integration between schools, the Education Office, and the BKD in enforcing civil servant discipline. Every case of violation involving absence without a valid reason will be immediately followed up with an internal investigation. Furthermore, the evaluation results are sent to the BKD for verification and legal review before being forwarded to the Regent of Kampar as the civil service supervisor (Setkab, 2022; Ramdita & Hutagalung, 2023).

The main obstacles encountered were administrative delays and weak digitization of personnel data, particularly in synchronizing manual attendance records with electronic systems. This situation is consistent with the findings (Ramdita & Hutagalung, 2023) that low bureaucratic efficiency is often caused by a lack of technological infrastructure and inter-agency coordination. Nevertheless, the good synergy between schools, the Education Office, and the Regional Civil Service Agency demonstrates effective communication implementation, as explained by Edward III in his policy implementation theory, which emphasizes the factors of communication, resources, disposition, and bureaucratic structure (Edward III in Nugroho, 2021).

From the perspective of the implementing agency, the principal and civil servants at SDN 21 Tarai Bangun demonstrated a high level of commitment to implementing civil service disciplinary regulations. This reflects the alignment between national policy and local implementation, where the BerAKHLAK values promoted by the Ministry of Administrative and Bureaucratic Reform (2024) have begun to be applied in daily civil service practices. Furthermore, the results of this study also confirm Grindle's (Mulyadi, 2015) view that policy implementation is influenced by the capabilities of implementing actors and the stability of the bureaucratic environment. Overall, the analysis results show that the implementation of ASN dismissals at SDN 21 Tarai Bangun has reflected the principles of fairness, accountability, and public transparency, although it still needs to be strengthened in terms of efficiency and speed of administrative processes. In the future, the implementation of the digital civil service system and supervision based on performance (performance

based management) is expected to improve the effectiveness of the implementation of ASN disciplinary law at the regional level.

CONCLUSION

Based on the results of the study, it can be concluded that the implementation of the dismissal of Civil Servants (ASN) at SDN 21 Tarai Bangun, Tambang District, Kampar Regency has been carried out in accordance with Law Number 20 of 2023 concerning ASN and Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. The implementation process began with a performance evaluation, the preparation of an Investigation Report (BAP), and an official recommendation from the Kampar Regency BKD before the issuance of a dismissal decree by the Regent of Kampar. Coordination between institutions, particularly between schools, the Education Office, and the BKD, demonstrated good synergy in maintaining the transparency and accountability of employment policies.

The interview results showed that the main obstacles were in the administrative and document digitization aspects, which caused delays in the file verification and validation process. However, the implementation of a digital-based system that has begun to be adopted by the Kampar BKD is a positive step towards modern and efficient ASN governance. These findings are in line with the research by Sutarto and Herlina (2023), which confirms that the digitization of the civil service system in the regions plays an important role in increasing the speed, accuracy, and transparency of decision-making.

In addition, it was found that the level of understanding of civil servants regarding the latest regulations still varies, especially regarding the legal consequences of serious disciplinary violations. The lack of socialization and guidance has resulted in some civil servants not fully understanding their rights and obligations in the new employment system. This reinforces the findings of studies by Rahmadani & Yusuf (2021) and Wibowo (2022), which state that the successful implementation of civil service policies is largely determined by the regulatory awareness and professional ethics of employees. Therefore, improving the legal literacy of civil servants is an important aspect of maintaining the professionalism of the state apparatus.

From a theoretical perspective, the results of this study support Edward III's (Nugroho, 2022) view that the successful implementation of policies is influenced by four main factors, namely communication, resources, disposition, and bureaucratic structure. In the case of SDN 21 Tarai Bangun, communication between work units and the commitment of implementers were the dominant factors that ensured the policy ran according to regulations. Meanwhile, limited administrative resources were an obstacle that needed to be immediately overcome through training and capacity building of the apparatus.

As a follow-up, the Kampar Regency BKD is advised to strengthen the digitization of personnel administration, including the integration of ASN data with *the State Civil Apparatus Information System (SIASN)* platform managed by BKN. The implementation of this system can accelerate the termination process, minimize data input errors, and support the principle *of good governance.* In addition, schools need to improve regular ASN coaching programs, including training in professional ethics, legal literacy, and moral responsibility as professional and integrity-based public servants.

In line with the Kemenpan-RB (2024) recommendation on regional bureaucratic reform, increasing the capacity of civil service human resources and digital administrative efficiency are strategic steps to realize adaptive, transparent, and public service-oriented ASN governance. Thus, the dismissal of civil servants at SDN 21 Tarai Bangun not only reflects compliance with the law but also serves as an example of the application of the principles of accountability and professionalism of the civil service in the context of basic education in the region.

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