

# Implementation Of Termination Of Employment Of Civil Servants Based On Law Number 5 Of 2014 Regarding State Civil Apparatus At The Faculty Of Da'wah And Communication Sciences Sultan Syarif Kasim State Islamic University, Pekanbaru

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## ABSTRACT

This study aims to analyze the implementation of civil servant termination policies based on Law Number 5 of 2014 concerning State Civil Apparatus at the Faculty of Da'wah and Communication Sciences, Sultan Syarif Kasim Riau State Islamic University. This study uses a qualitative descriptive method with data collection techniques through interviews, observation, and documentation, and involves one main informant from the faculty's personnel department. Data analysis was conducted using George C. Edward III's policy implementation theory, which covers four main factors, namely communication, resources, disposition, and bureaucratic structure. The results show that the civil servant dismissal policy at the faculty has been effective and in accordance with the provisions. Communication between employees is good, resources and technology support the implementation of administration, and the implementers demonstrate a professional attitude. A well-organized bureaucratic structure is a dominant factor in the successful implementation of the civil servant dismissal policy at the faculty. These findings are in line with the research by Nurhalifah, Ahmad, and Ridwan al. (2024), which emphasizes the importance of organizational communication and the integrity of implementers in the application of ASN policies.

## INTRODUCTION

The role of the State Civil Apparatus (ASN) in providing services to the community is very important. ASN has a big responsibility as a civil servant in meeting the administrative needs of citizens. If these services are not carried out optimally, it will have an impact on the effectiveness of government administration.

ASN also plays a strategic role in supporting the smooth running of government and national development. As the backbone of government bureaucracy, ASN functions as both implementers of public policy and providers of services to the community. Thus, the performance of ASN greatly determines the success of clean, effective, and public service-oriented governance (Karina, Zainuddin, & Armando al., 2024). This is in line with the findings of Nurhalifah et al. (2024), which emphasize that the effectiveness of public services is greatly influenced by organizational communication and the implementation of ASN work discipline in government institutions.

Based on Law Number 5 of 2014 concerning State Civil Apparatus, the dismissal of Civil Servants (PNS) can be carried out with or without honor. However, in practice, the implementation of ASN dismissal policies does not always run in accordance with the provisions. Various obstacles are still encountered, such as delays in pension administration, lack of coordination between departments, and suboptimal communication in the implementation of policies.

The following is personnel data for the Faculty of Da'wah and Communication Sciences at UIN Sultan Syarif Kasim Riau. Based on documentation and interviews with the personnel department, the following data on the number of ASN was obtained:

Table 1.1. Personnel Data for the Faculty of Da'wah and Communication Sciences

No.	Description	Total
1	Total Number Of Civil Servants	87 People
2	Civil Servant	53 People
3	Civil Servant Lecturer	12 People
4	Civil Servant Teaching Staff	22 People
5	Retired Civil Servant (2024)	1 People
6	Dismissed Civil Servant	None

Source: Personnel Department, Faculty of Da'wah and Communication Sciences, UIN Sultan Syarif Kasim Riau, 2025.

From the table above, it can be seen that there are 87 civil servants at the Faculty of Da'wah and Communication Sciences, UIN Suska Riau, consisting of 53 civil servants, including 12 civil servant lecturers and 22 civil servant educational staff. During the period 2021–2024, there were no cases of civil servant termination, either with or without honor, but there was 1 civil servant who entered retirement in 2024.

This data was obtained from the Personnel Information System (SIMPEG) and direct interviews with personnel staff at the Faculty of Da'wah and Communication Sciences. Although there have been no cases of civil servant dismissals, administrative

processes such as retirement remain an important focus in ensuring that Law No. 5 of 2014 is implemented in accordance with its provisions.

In this context, George C. Edward III's policy implementation theory is used to analyze how the implementation of civil servant dismissal policies is influenced by four main factors, namely communication, resources, implementer disposition, and bureaucratic structure. Through this approach, it is hoped that a comprehensive picture of the implementation of civil servant dismissal based on Law Number 5 of 2014 at the Faculty of Da'wah and Communication Sciences, UIN Sultan Syarif Kasim Riau, can be provided.

## **LITERATURE REVIEW**

### **Policy Implementation Concept**

Etymologically, the term implementation comes from the English word to implement, which means to carry out or execute something. In Webster's Dictionary (Wahab, 2008:64), implementation is defined as the provision of means to carry out an activity that has an impact or effect on something. Implementation not only involves humans as executors, but also objects and environments that are the targets of policy. Thus, implementation is not merely a technical activity, but a process that brings about real change in social and bureaucratic systems.

According to Van Meter and Van Horn (in Winarno, 2002:102), implementation is an action taken by individuals, officials, groups, or government or private agencies aimed at achieving the objectives set out in a policy decision. This means that implementation is an important stage after a policy has been formulated, where decisions are turned into concrete actions in the field.

From these opinions, it can be concluded that policy implementation is the process of executing government decisions aimed at achieving results in line with policy objectives. The success of policy implementation is influenced by various factors such as communication, resources, disposition, and bureaucratic structures that support the implementation of these policies (Kaedung, 2021).

In line with this view, international research by Rahman et al. (2024) explains that the implementation of public policy in the civil service environment requires strong coordination between bureaucratic units and a transparent monitoring system. This shows that the success of implementation is not only influenced by internal bureaucratic factors, but also by policy support and overall organizational governance.

### **Policy Implementation Model According to George C. Edward III**

According to George C. Edward III (in Nugroho, 2012), the success of policy implementation greatly depends on four main factors, namely communication, resources, disposition, and bureaucratic structure:

#### **1. Communication**

The success of policy implementation is greatly influenced by the extent to which the policy is understood by its implementers and beneficiaries. The objectives and targets of the policy must be communicated clearly, accurately, and consistently to avoid misunderstandings in its implementation. Effective communication can minimize bureaucratic resistance and increase employee compliance with the policies implemented (Nurhalifah et al., 2024).

#### **2. Resources**

Resources are an important factor in policy implementation, including human resources, funds, and the facilities and infrastructure that support policy implementation. Without adequate resources, it is difficult to implement policies optimally. According to Ansow, Sulaeman & Djameluddin al. (2022), the adequacy of

resources and information technology support greatly determines the effectiveness of policy implementation in the public sector.

### 3. Disposition (Attitude of Implementers)

Disposition relates to the attitude, character, and commitment of policy implementers. Implementers who are honest, responsible, and highly motivated will be more effective in implementing policies. Conversely, implementers who are not committed to policy objectives can hinder successful implementation. This is reinforced by Remaja (2023), who states that the integrity of implementers has a direct impact on the success of public policies at the bureaucratic level.

### 4. Bureaucratic Structure

The bureaucratic structure is a system that regulates the division of tasks and authority within the policy implementation organization. Two important aspects of the bureaucratic structure are the division of responsibilities (fragmentation) and standard operating procedures (SOPs). A clear and efficient structure will help the implementation process run smoothly and produce quality public services. Similar findings are also described by Rahman et al. (2024), who state that a standardized bureaucratic structure contributes greatly to the successful implementation of ASN policies in local government.

These four factors are interrelated and together determine the extent to which a public policy can be effectively implemented in the field (Nida Silvia Lestari et al., 2024).

## **Legislation: Law Number 5 of 2014 concerning ASN**

Law Number 5 of 2014 concerning State Civil Apparatus (ASN) is the main legal basis for state personnel management, including the appointment, development, and dismissal of Civil Servants (PNS).

Article 87 states that the dismissal of PNS can be carried out with or without honor. Dismissal with honor includes reasons such as death, reaching retirement age, personal request, organizational downsizing, or physical or mental incapacity. Meanwhile, dismissal without honor is given to PNS who commit serious disciplinary violations, criminal acts, or violations of the code of ethics.

Article 88 regulates the temporary dismissal of civil servants who are state officials, suspects of criminal acts, or are currently in detention. Meanwhile, Article 89 emphasizes that the procedures for dismissal will be further regulated through government regulations.

## **Termination of Civil Servants (PNS)**

The termination of civil servants is regulated in detail in the ASN Law and its implementing regulations. In general, termination can be carried out with honor, without honor, temporarily, or for other reasons:

### a. Termination with Honor

This occurs due to the death of a civil servant, their own request, reaching the retirement age limit (BUP), organizational downsizing, or physical or mental incapacity. Based on Government Regulation Number 11 of 2017, a request for termination may be rejected or postponed if the person concerned is still needed by the agency.

### b. Reaching the Retirement Age Limit (BUP)

The BUP is set differently based on position, namely 56 years for administrative and junior/first expert functional officials, 60 years for senior leadership and intermediate

functional officials, and 65 years for senior expert functional officials. Under certain conditions, echelon I officials can be extended to the age of 62.

c. Dishonorable Dismissal

This is imposed on civil servants who commit serious disciplinary violations, such as committing a criminal offense with a minimum sentence of four years, deviating from Pancasila and the 1945 Constitution, abandoning their duties without permission for more than six months, or becoming a member of a political party without first resigning.

d. Temporary Dismissal

Civil servants may be temporarily dismissed if they are appointed as state officials, are undergoing detention, or are assigned to non-structural institutions. Temporary dismissal is administrative in nature and aims to maintain neutrality and ongoing legal processes.

e. Termination for Other Reasons

Based on BKN Regulation Number 3 of 2020, civil servants can be dismissed for not reporting back after taking leave outside of state responsibility for six months. Under certain conditions, dismissal can be carried out with respect if there are acceptable reasons (Bawinto, 2023).

## **METHODOLOGY**

This study uses a qualitative descriptive approach with the aim of describing in depth the implementation of civil servant (PNS) dismissals based on Law Number 5 of 2014 concerning State Civil Apparatus at the Faculty of Da'wah and Communication Sciences, UIN Sultan Syarif Kasim Riau.

The research data was obtained through interviews, observations, and documentation. There was one informant, namely a staff member from the personnel department who had direct understanding of the administrative processes and ASN policies at the faculty. The collected data was analyzed using Miles and Huberman's interactive analysis model, which consists of three stages: data reduction, data presentation, and conclusion drawing.

To maintain data validity, member checks were conducted with the informant and document triangulation was performed with personnel data from the faculty's Personnel Management Information System (SIMPEG). The analysis was based on George C. Edward III's policy implementation theory, which emphasizes four main aspects, namely communication, resources, disposition, and structure.

## **RESULTS AND DISCUSSION**

### **Overview of the Faculty of Da'wah and Communication Sciences at UIN Suska Riau**

The Faculty of Da'wah and Communication Sciences (FDK) is one of the faculties at the Sultan Syarif Kasim Riau State Islamic University (UIN) that focuses on the fields of Islamic da'wah and communication. This faculty was established based on the Decree of the Minister of Religious Affairs of the Republic of Indonesia Number 104 of 1998 and is located at the UIN Suska Riau Campus, Jalan HR. Soebrantas KM. 15, Pekanbaru.

FDK has four study programs, namely Da'wah Management, Islamic Guidance and Counseling, Islamic Community Development, and Communication Studies. In its operations, the faculty is led by a Dean assisted by three Vice Deans and supported by the Administrative Office and the Personnel Subdivision. The vision of the Faculty of Da'wah and Communication Sciences is "To become an outstanding and

competitive faculty in the field of da'wah and communication by integrating science, technology, and Islamic values."

### **Research Results Based on Edward III's Theory**

#### **1. Communication**

Based on the interview results, it is known that the rules regarding the dismissal of civil servants have been disseminated to all employees at the Faculty of Da'wah and Communication Sciences. This information was conveyed through circular letters, regulations from the Ministry of Religious Affairs, and the faculty's WhatsApp group.

Socialization was carried out every time there was a rule update so that employees understood the applicable provisions. This shows that communication between the personnel department and employees has been running well, because the information was conveyed officially, openly, and was easily accessible to all employees. This condition is in line with the research by Nurhalifah et al. (2024), which states that effective organizational communication is the key to ensuring that ASN policies are implemented correctly at the implementation level.

#### **2. Resources**

Based on the interview results, employees in the personnel department have a good understanding of the rules and procedures for dismissing civil servants. However, the dismissal process is not carried out directly by the faculty, but only limited to proposing or submitting a letter of application to the rectorate, which has full authority over the final decision.

In addition, the faculty also has a digital-based personnel system, namely the SIMPEG application (latest version, Simpeg 5), which assists in the management of ASN data. With competent human resources and technological support, policy implementation in the faculty is considered effective and supports the smooth running of personnel administration. This finding is in line with the results of research by Ansow et al. (2022), which confirms that the use of information technology in ASN administration improves data efficiency and accuracy.

#### **3. Disposition (Attitude of Implementers)**

Policy implementers at the faculty are considered to have carried out their duties professionally and in accordance with applicable regulations. Based on the interview results, no significant obstacles were found in terms of the attitude of the implementers, as all parties understood the existing rules. The faculty also implements a series of sanctions for civil servants who commit disciplinary violations, namely:

1. Minor violations → verbal or written warning.
2. Moderate violations → issued a Warning Letter (SP) 1.
3. Serious violations → can be dismissed from their position.

This shows that policy implementers have a firm attitude, are responsible, and adhere to civil service regulations. These results are also supported by Remaja (2023), who states that the integrity and firmness of policy implementers are important factors in consistently enforcing ASN regulations.

#### **4. Bureaucratic Structure**

The bureaucratic structure in the implementation of civil servant dismissal policies at the Faculty of Da'wah and Communication Sciences is well-organized and orderly. The dismissal procedure is carried out in stages, including:

1. A first summons to provide advice or a warning.
2. A second summons accompanied by a written warning if the violation is repeated.

3. If the violation continues, it is categorized as a serious violation and may be proposed for dismissal by the rectorate.

The division of tasks between departments is also clear and does not overlap. The faculty prepares reports and recommendations, while the final decision rests with the rectorate and the university's personnel department. A well-organized bureaucratic structure makes coordination between units effective. According to Rahman et al. (2024), a hierarchical but well-coordinated organizational structure can improve accountability and efficiency in the implementation of ASN policies.

However, unlike the findings of Rahman et al. (2024), who found overlapping authorities in several local government agencies, the bureaucratic structure at the Faculty of Dakwah and Communication Sciences is actually more efficient due to its smaller size and simpler inter-departmental coordination. This shows that the institutional context also influences the effectiveness of ASN policy implementation.

## **DISCUSSION**

Based on George C. Edward III's policy implementation theory, the implementation of the civil servant dismissal policy at the Faculty of Dakwah and Communication Sciences, UIN Suska Riau, has been effective and in accordance with regulations. Communication has been carried out well through circular letters and internal faculty media. Human resources and technological support are also adequate, as demonstrated by the use of the SIMPEG 5 digital personnel system.

The implementing officials have demonstrated professionalism and firmness in enforcing the rules, while the bureaucratic structure is well-organized and has standard procedures. These four factors are interrelated and reinforce the success of the civil servant dismissal policy implementation.

The most dominant factor in the implementation of civil servant termination policies at the Faculty of Da'wah and Communication Sciences is the bureaucratic structure. Clear division of tasks, orderly administrative procedures, and good coordination between the faculty, the rectorate, and the Regional Civil Service Agency (BKD) ensure that the civil servant termination process runs smoothly, orderly, and in accordance with applicable regulations.

This condition differs from the findings of Ansow et al. (2022), who noted that government institutions with large organizational structures tend to face cross-unit communication barriers. At the Faculty of Da'wah and Communication Sciences, a more concise and flexible bureaucratic structure actually facilitates coordination between departments and speeds up the civil service administration process.

These results are in line with the research by Rahman et al. (2024) and Ansow et al. (2022), which emphasize the importance of bureaucratic structure and cross-agency coordination systems in the effective implementation of civil servant policies in the public sector. Thus, it can be concluded that the successful implementation of policies in this faculty is supported by good coordination, effective communication, and the commitment of implementers in carrying out personnel regulations.

## **CONCLUSION**

Based on the results of research on the implementation of the civil servant termination policy at the Faculty of Da'wah and Communication Sciences, UIN Sultan Syarif Kasim Riau, it can be concluded that the implementation of this policy has been effective, orderly, and in accordance with applicable regulations.

Communication has been effective. The rules regarding the dismissal of civil servants have been disseminated through circular letters, regulations from the Ministry of Religious Affairs, and internal media such as the faculty's WhatsApp

group. This has enabled all employees to understand the information clearly and uniformly. The resource factor supports the implementation of the policy. The personnel department employees have a good understanding of the termination procedures and are supported by the SIMPEG 5 personnel application system, which facilitates the administrative process and the submission of termination proposals to the rectorate.

The disposition factor (attitude of the implementers) shows professionalism and discipline. Policy implementers carry out their duties in accordance with regulations and enforce disciplinary sanctions in stages, ranging from warnings to termination for serious violations. The bureaucratic structure factor runs smoothly with a clear division of tasks between the faculty, the rectorate, and the Regional Civil Service Agency (BKD). The termination procedure is carried out in stages and each civil servant has responsibilities as outlined in their employment contract.

Overall, the implementation of civil servant termination policies at the Faculty of Da'wah and Communication Sciences, UIN Sultan Syarif Kasim Riau, has been effective and in accordance with regulations. The most dominant factor supporting the success of this implementation is a strong, systematic, and well-coordinated bureaucratic structure. These results are in line with the findings of Rahman et al. (2024) that the effectiveness of civil servant policy implementation is greatly influenced by inter-unit coordination and clarity of bureaucratic procedures.

## **RECOMMENDATIONS**

Based on the results of the research that has been conducted, several suggestions to improve the effectiveness of the implementation of civil servant termination policies at the Faculty of Da'wah and Communication Sciences, UIN Sultan Syarif Kasim Riau, include the following:

a. Policy dissemination needs to be carried out regularly so that all employees always understand updates to employment regulations, particularly those related to the mechanism for terminating civil servants.

b. The use of the SIMPEG 5 application needs to be continuously developed so that all civil service data is digitally integrated and administrative processes become faster and more efficient.

c. Coordination between the faculty and the rectorate needs to be strengthened to ensure that the process of proposing and dismissing civil servants runs smoothly, transparently, and on time.

d. The professionalism of the implementers must always be maintained by adhering to the principles of objectivity and accountability, so that the termination policy can be applied fairly and consistently.

e. It is also recommended that further research be conducted with a broader scope and involving more informants in order to obtain a comprehensive picture of the implementation of the ASN policy in religious higher education institutions.

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