

IMPLEMENTATION OF MEDAN MAYOR REGULATION NUMBER 58 OF 2023 CONCERNING ENFORCEMENT OF DISCIPLINE AND CODE OF ETHICS FOR STATE CIVIL APPARATUS EMPLOYEES OF MEDAN CITY GOVERNMENT

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Abstract

Based on data from the Medan City Government, there are many employees in the Medan City Government environment throughout 2023 - 2024 since the enactment of the Medan Mayor's Regulation Number 58 of 2023, who violate the enforcement of discipline and the code of ethics, in addition there are still many State Civil Apparatus who come to work but are not in accordance with the effective working hours that have been determined. This study aims to analyze the Implementer in implementing the Medan City Mayor's Regulation No. 58 of 2023 in order to enforce the discipline of Medan City Government ASN and what factors hinder the Implementer in enforcing ASN discipline in the Medan City Government environment. The research method used in this study is the qualitative research method. Qualitative research is a procedure in research that can produce descriptive data in the form of words or spoken from the behavior of people to be observed, for example behavior, perceptions, motivations, actions and others. Data is collected through primary data and secondary data, primary data is obtained through in-depth interviews with informants and conducting observations, while secondary data is obtained through articles and journals obtained via the internet. The results of the study show that (1) Implementers in the field (including agency leaders and BKPSDM) strive to convey disciplinary policies consistently, on time, and clearly through daily briefings, weekly evaluation meetings, and the use of digital media. This is in line with George Edwards III's theory which emphasizes the importance of transmission, consistency, and clarity in policy communication. The importance of quality Human Resources (HR) in developing ASN capacity and competence through training and workshops plays a major role in improving discipline. Trained and motivated HR will better understand and internalize disciplinary values, so that the implementation of disciplinary policies can run more optimally. Adequate Budget Support in allocating budgets in the HR sector supports the provision of supporting infrastructure such as personnel information systems and digital attendance tools as well as funding training and competency development programs. (2) The inhibiting factor for ASN discipline in Medan City is ineffective communication in implementing information regarding disciplinary policies which are often not conveyed consistently and clearly to all ASN. This results in different interpretations between work units, so that the implementation of disciplinary rules is not evenly distributed. The lack of commitment and assertiveness from unit leaders in enforcing disciplinary rules is one of the main obstacles. Inconsistent internal oversight and lack of follow-up on violations have led to continued indisciplinary behavior.

Keywords: *Medan City Mayor Regulation No. 28 of 2023, Enforcement of Discipline and Code of Ethics, Medan City Government.*

INTRODUCTION

Departing from regional autonomy which is then supported by the existence of this public service law, of course every city and district is expected to be able to control these things through the duties and functions of the services and agencies and other work units that they have. Cities and districts, in addition to taking care of external service issues that deal directly with the community or residents outside the bureaucracy, also have internal service duties and functions, namely serving the interests of bureaucratic members or in this case the interests of the State Civil Apparatus (Faisal, 2013).

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ASN as a job in the Indonesian government system in carrying out its duties and functions is not only required to comply with legislation, but also with norms that regulate what may and may not be done based on the dignity and honor of ASN itself (Muzayanah, 2020).

In creating a figure of a State Civil Apparatus who is moral, professional, and has a good mentality and is also responsible as explained above, there are many problems faced, especially in controlling the behavior of government officials in this case the State Civil Apparatus. The behavior and/or actions of the State Civil Apparatus force the State in this case the Government to think about being able to create a rule of thumb (regulation) on how a State Civil Apparatus can work and behave.

Implementation of Public Services concerns the management of the state over the public sector, namely the government with the private sector/business and the community sector in their interactions. The government sector is run by government officials or bureaucracy (Bintoro, 2003). To realize professional and reliable employees, employee discipline regulations are needed as a basis for enforcing discipline to ensure the maintenance of order and smoothness in carrying out tasks and can encourage employees to be more productive. In an effort to improve employee work discipline in all regions, the government issued a policy regarding work discipline.

Medan Mayor Regulation Number 58 of 2023 has presented a very detailed legal structure in regulating the enforcement of discipline and code of ethics for ASN Employees in Medan City. However, without operational support in the form of adequate Technical Guidelines and Technical Instructions, the work mechanism—especially those outlined in the E3 structure—cannot be implemented consistently. This results in a work culture that is less assertive and has a negative impact on the effectiveness of public services.



Figure 1.1 Level of Punishment Based on the Impact Caused

Source: bkpsdm.pemkomedan.go.id

With this, the Medan city government considers it necessary to create regulations regarding employee discipline as stated in Government Regulation (PP) Number 94 of 2021 concerning Civil Servant Discipline, which contains obligations, prohibitions, and disciplinary penalties and the Medan Mayor Regulation Number 58 of 2023 concerning Enforcement of Discipline and the Code of Ethics for Civil Servants of the Medan City Government for further regulation at the regional government level.

Referring to Government Regulation (PP) Number 94 of 2021 concerning Civil Servant Discipline, the constitution directly related to the Medan City Government is adjusted to the Medan Mayor Regulation Number 58 of 2023 concerning the Enforcement of Discipline and the Code of Ethics of State Civil Apparatus Employees of the Medan City Government. With this, as a service provider for ASN of the Medan City Government, BKPSDM is required to work professionally with the aim of ensuring that the service can run smoothly. Based on the background explanation above, the title of the thesis raised is "Implementation of Medan Mayor Regulation Number 58 of 2023 Concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government.

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However, in its realization, it is not easy to form by itself. Many things that happen are actually the opposite, many local government apparatus are less able to provide good services in order to have high credibility and the government process in the context of service can take place in an efficient, effective, aspirational and responsible manner.

LITERATURE REVIEW

The following are some previous studies as a basis and source of research literature:

1. Erna, S & Fithriana, N (2020), in their research entitled "Implementation of Civil Servant Working Hours Discipline in Songgokerto Village, Batu City), Government officials must be disciplined. Coming to work and complying with working hours on time is a discipline. This makes government officials a reliable and professional company. The Batu City Government has assigned a five-day work discipline policy with effective working hours of 37 hours and 30 minutes since 2017 for government officials around. When officials come to the office late but go home earlier than the scheduled time, they ask how the discipline policy is implemented. The purpose of the study was to find out (1) how the work hour discipline policy is implemented at the Songgokerto Village Office, Batu City, and (2) what factors support and inhibit it. This research is qualitative, analyzing primary and secondary data collection by means of the reduction process, presentation, and drawing conclusions. policy implementation referring to the theory of George C. Edward III which states that success and failure in the policy implementation process can be analyzed through four dimensions, namely Communication, Resources, Disposition, and Bureaucratic Structure. This study resulted in the results that the work hour discipline policy has been implemented well in the Songgokerto Office Village. Communication, resources, and bureaucratic structure factors support policy implementation, but there are aspects of attitudes that hinder it. To improve undisciplined attitudes, the Batu City Government and Songgokerto Apparatus need to develop a commitment to implementing the work hour discipline policy and so do the apparatus themselves. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government, and the year of research is 2024.
2. Parijanto (2020), in his research entitled "Implementation of Government Regulation Number 53 of 2010 Concerning Civil Servant Discipline at the Semarang City Civil Service Police Unit Office", the problems in this study are: {1} How is the implementation of PP Number 53 of 2010 concerning the Enforcement of Civil Servant Discipline at the Semarang City Civil Service Police Unit Office. {2} What are the internal and external factors that influence the implementation at the Semarang City Civil Service Police Unit Office. {3} What are the obstacles to the implementation of PP Number 53 of 2010 concerning Civil Servant Discipline at the Semarang City Civil Service Police Unit Office. The sociological legal research method, sociological legal research is used in this study. At the research method stage, the author must look at the reality of discipline at the Semarang City Civil Service Police Unit Office in relation to the implementation of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline. The research specification used is descriptive analysis using primary and secondary data types. Data were analyzed qualitatively. The results of this study indicate that: {1} The implementation of PP Number 53 of 2010 concerning Civil Servant Discipline at the Semarang City Satpol PP Office has not been optimal, because there are still violations related to PP Number 53 of 2010. {2} Internal and external factors that affect the implementation at the Semarang City Satpol PP Office are economic problems so that individuals in carrying out their duties abuse their authority. {3} Obstacles in the implementation of PP Number 53 of 2010 concerning Civil Servant Discipline at the Semarang City Satpol PP Office are the existence of human resources at the Semarang City Satpol PP Office who cannot manage their potential properly so that when faced with problems they act deviantly from the regulations. {4} Solutions to obstacles in the implementation of PP Number 53 of 2010 concerning Civil Servant Discipline at the Semarang City Satpol PP Office by providing motivation in order to improve the ability to manage self-potential to always be disciplined in all matters, holding spiritual bathing activities aimed at instilling

- spiritual values of the Semarang City Satpol PP Office HR. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government, and the year of research is 2024.
3. Yusman Aris *et al* (2022), in their research entitled "Implementation of Civil Servant Work Discipline Policy in Harjamukti Village, Cirebon City". This research was conducted with the aim of describing the implementation of the civil servant discipline policy working in Harjamukti Village, Cirebon. This research is motivated by the low work discipline of assistant civil servants in Harjamukti Village, Cirebon, this can be seen from the lack of understanding of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline. This study aims to determine the extent of the discipline of assistant civil servant policies working in Harjamukti Village, Cirebon City and what obstacles there are in implementing the civil servant work discipline policy. The method I use is a qualitative descriptive method, the research took place in Harjamukti Village, Cirebon, while the informants in this study were all civil servants starting from the village head, secretary, section head and implementing staff in the Harjamukti Village environment, Cirebon. In the results of the study, work discipline has not been implemented optimally, seen from the communication factor where there are employees who do not understand the information provided by the village head and there are still employees who do not attend staff briefings, the source of the factor is considered lacking where employees have insufficient expertise and skills in their respective fields and there are employees with disabilities who operate computers, and the disposition of factors that are considered sufficient but not optimal according to Ward provides motivation but there are employees who are lazy and delay work, one of the factors is that the bureaucratic structure feels quite good where employees must understand and carry out work procedures and tasks that exist according to each field. The policy implementation theory used is Edward III's theory which consists of 4 factors: 1. Communication, 2. Source, 3. Disposition, 4. Bureaucratic structure. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government, and the year of research is 2024.
 4. Iqbal Mahbara (2013), in his research entitled "Implementation of Mayor Regulation Number 11 of 2012 Concerning the Code of Ethics and Behavior of Employees in the Samarinda City Government". The purpose of this study is to determine and describe the implementation of Mayor Regulation Number 11 of 2012 Concerning the Code of Ethics and Behavior of Employees in the Samarinda City Government at the Samarinda City Regional Personnel Agency and what factors support and hinder the implementation of Mayor Regulation Number 11 of 2012 Concerning the Code of Ethics and Behavior in the Samarinda City Government. The method used in the study is a qualitative descriptive research method with a basic focus on the form of strong commitment and consistency from personnel development officials, optimizing understanding, optimizing the implementation of the code of ethics and behavior, optimizing the enforcement of the code of ethics and behavior, optimizing the role of the Code of Ethics and Behavior Council. The results of the study indicate that the Mayor's Regulation Number 11 of 2012 concerning the Code of Ethics and Behavior of Employees in the Samarinda City Government Environment at the Samarinda City Regional Personnel Agency is running optimally. Further investigation found that Civil Servants (PNS) understand, comply with and obey the Mayor's Regulation Number 11 of 2012 concerning the Code of Ethics and Behavior of Employees in the Samarinda City Government Environment in carrying out their duties and daily lives. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics of Civil Servants of the Medan City Government, and the year of research is 2024.
 5. Suryadi & Hamdanil (2020), in their research entitled "Implementation of Discipline Policy for Civil Servants at the Riau Province Regional Personnel Agency". This research was motivated by the implementation of discipline policies, both Preventive and Corrective Discipline Policies for Civil Servants at the Riau Province Regional Manpower Agency, have not been running well. This can be seen from the behavior of civil society employees at the Riau Province Regional Personnel Agency, where there are still civil servants who do not attend their morning roll call and are often late for office dates. It was also found that civil servants left the room in the office without a clear reason. The respondents in this study were: 1 Head of the Riau Province Regional Personnel Service, 1 State Secretary, Head of Sub-Division 1 General and Personnel, and 18 civil servant staff. So that the number of respondents is 21 people. For sampling of the Head of the Riau Provincial Manpower Council, the Secretary of the Council, and the Head of the General and Civil Division of the Sub-Division, the author used the "purposive

- sampling" technique, meaning based on samples with the consideration that the sample is related or related to a problem in this study. While for samples from State Civil Apparatus employees, the author used the "random sampling" technique randomly. After the data was analyzed, it was continued by making research conclusions, while the conclusion of the study on the Implementation of Disciplinary Policies for Civil Servants in the Riau Provincial Manpower Agency was still poorly implemented with a percentage of 64.29%. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics for State Civil Apparatus Employees of the Medan City Government, and this research was conducted in the city of Medan.
6. Rayana, P (2022), in his research entitled "Level of Civil Servant Discipline at the Panteraja District Head's Office (Analysis of Government Regulation Number 94 of 2021 Concerning Civil Servant Discipline)". This research is a qualitative method with an empirical juridical research type while the primary data collection technique is obtained from field research, namely through interviews and documentation, and secondary data through library research. Based on the results of the study, it is known that the forms of civil servant disciplinary violations at the Panteraja District Head's Office are not coming to work, violating working hours, not providing optimal service and the occurrence of illegal levies. The opportunities and challenges faced in disciplining civil servants at the Panteraja District Head's Office are, first, opportunities such as giving verbal and written warnings, holding work meetings, and monitoring performance. Second, challenges such as the discomfort experienced by the sub-district head in giving warnings, still using manual attendance and some civil servants lacking work skills. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government, and this research was conducted in the city of Medan.
 7. Taruna Farhan (2023), in his research entitled "Enforcement of Civil Servant Discipline at the South Jakarta Mayor's Office in 2021 Study of the Implementation of Government Regulation Number 53 of 2010 Concerning Civil Servant Discipline", This research uses a qualitative / juridical-empirical research type that refers to laws or regulations and other literature and is combined with field data in this case interviews, where all data obtained are analyzed descriptively by outlining problems related to the research and outlining conclusions. Furthermore, the research approach used is the statute approach and the case approach to answer the problems being studied based on laws and regulations and case examples. With the primary legal source in this thesis in the form of Law Number 5 of 2014 concerning the State Civil Apparatus and Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline. While the secondary sources in this thesis are legal opinions/doctrines/theories obtained from legal literature, legal journals, legal dictionaries, and legal norms related to the research. The results of this study indicate that there are still disciplinary violations committed by 1 civil servant at the South Jakarta Administrative Mayor's Office. The South Jakarta Administrative Mayor's Office has effectively implemented Government Regulation Number 53 of 2010 concerning Civil Servant Discipline in order to realize Good and Clean Governance. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government, and this research was conducted in the city of Medan.
 8. Isbandono & Hayato (2023), in their research entitled "Implementation of Fingerprints to Improve Civil Servant Discipline at the Surabaya City Human Resources Development and Personnel Agency". The purpose of this study was to determine and describe the application of fingerprints to improve civil servant discipline at the Surabaya City BKPSDM. This type of research uses a qualitative descriptive method. The focus of the study can be measured through Hasibuan on discipline indicators, namely goals and abilities, leadership examples, rewards, justice, will, sanctions, assertiveness, and human relations. The results of the study show that the application of fingerprints can improve employee discipline at BKPSDM. In terms of goals and abilities, leaders and staff have known the purpose of implementing fingerprints. The example of the BKPSDM leadership has provided an example of good discipline. The rewards received by employees are in accordance with the regulations and are able to provide welfare. Justice at BKPSDM has been given fairly regarding the provision of rewards and punishments. The leadership's will to subordinates has been running, but needs to be improved. The punishment sanctions given are in accordance with Government Regulation No. 94 of 2021 concerning Civil Servant Discipline. Firmness in BKPSDM, the leadership has acted firmly in giving punishment or making decisions. The human relations in BKPSDM have been running well and prioritize teamwork when working. The difference with this

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9. Masjaya & Hidayat (2014), in their research entitled "Implementation of Government Regulation Policy Number 53 of 2010 Concerning Civil Servant Discipline at the Office of the Ministry of Religious Affairs of Berau Regency". The purpose of this study was to analyze the implementation of government regulation policy number 53 of 2010 Concerning Civil Servant Discipline at the Office of the Ministry of Religious Affairs of Berau Regency and to determine the factors that support and hinder the Implementation of the Government Regulation Policy. From the results of the study of 20 respondents who are Civil Servants at the Office of the Ministry of Religious Affairs of Berau Regency, it can be concluded that the implementation of Government Regulation Number 53 of 2010 at the Office of the Ministry of Religious Affairs of Berau Regency has been carried out quite well. Furthermore, it is known that the supporting factors for the implementation of Government Regulation Policy Number 53 of 2010 are complete supporting facilities and infrastructure, second is the socialization of Government Regulation Number 53 of 2010 on an ongoing basis, third is the provision of Awards or Rewards for Civil Servants who have a high level of discipline. Furthermore, the inhibiting factors for the implementation of Government Regulation Number 53 of 2010 come from the civil servants themselves and from damage to facilities in the form of errors in the attendance machine system. The difference with this study is that the research variable is the regulation of the Mayor of Medan Number 58 of 2023 concerning Discipline and Code of Ethics for Civil Servants of the Medan City Government, and this study was conducted in the city of Medan.
10. Agung Wijaya (2019), in his research entitled "Implementation of Disciplinary Punishment for State Civil Apparatus Who Do Not Come to Work and Comply with Working Hours Provisions Through the Palembang City Human Resources Development and Personnel Agency. The research problem is how the implementation and obstacles in disciplinary punishment for ASN who do not come to work and comply with working hour provisions through the Palembang City BKPSDM. This type of research is empirical legal research, with the types and sources of research materials obtained from primary data and secondary data through literature studies and field studies. Data were analyzed qualitatively, with deductive conclusion drawing techniques. The results of this study are that the implementation of disciplinary punishment for ASN who do not come to work and comply with working hour provisions through the Palembang City BKPSDM has optimally reduced the level of disciplinary violations, and is implemented through implementing regulations of PP Number 53 of 2010 concerning Civil Servant Discipline, namely the Circular Letter of the Mayor of Palembang No. 800/071/BKPSDM.V/2018 concerning ASN Disciplinary Development, Palembang Mayor Decree No. 005/KPTS/BKPSDM-V/2018 concerning the Establishment of an ASN Disciplinary Violation Inspection Team, and Palembang Mayor Decree No. 006/KPTS/BKPSDM-V/2018 concerning the Establishment of an ASN Disciplinary Punishment Implementation Advisory Council. The obstacles to providing disciplinary sanctions for ASN who do not come to work and comply with the provisions of working hours through the Palembang City BKPSDM are: from law enforcement/apparatus factors, namely the Inspection Team Officials and the Consideration Team are not in place because the appointed officials are busy and have activities related to the duties and responsibilities of their respective main positions. From the legal awareness culture factor, namely: lack of responsibility of direct superiors. The difference with this study is that the research variable is the Medan Mayor's Regulation Number 58 of 2023 concerning the Enforcement of Discipline and the Code of Ethics for Civil Servants of the Medan City Government, and this research was conducted in the city of Medan.

METHOD

Types of research

This type of research is descriptive research with a qualitative approach. Nazir (1998), explains that descriptive research is a research that aims to create a description, picture or writing systematically, factually and actually about the facts, characteristics and relationships between the phenomena being investigated.

Location and Time of Research

The location of the research in this thesis is the office of the Medan City Human Resources Development and Personnel Agency located at Jalan Kapten Maulana Lubis No. 2, Medan City, postal code 20112. The reasons for making the Medan City BKPSDM office the location of the research include, based on Medan City Regional

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Regulation Number 8 of 2022 concerning the formation of the Medan City regional apparatus, the BKPSDM Organizational Structure, states that the Medan City Human Resources Development and Personnel Agency carries out duties and functions including those related to fostering apparatus discipline. Thus, BKPSDM must apply high discipline to all employees including within the Medan City government.

RESULTS AND DISCUSSION (TNR, 12 BOLD)

A. Implementation of Medan Mayor Regulation Number 58 of 2023 Concerning Enforcement of Discipline and Code of Ethics for Civil Servants of the Medan City Government

Medan Mayor Regulation Number 58 of 2023 regulates the discipline and code of ethics of State Civil Apparatus (ASN) Employees in the Medan City Government. This policy aims to improve the professionalism, responsibility, and work ethics of ASN in providing public services. The implementation of this regulation is carried out through various mechanisms, including policy socialization, supervision by the Medan Human Resources Development and Personnel Agency (BKPSDM), and the application of sanctions for ASN who violate disciplinary rules. Based on the results of the study, the implementation process of Medan Mayor Regulation Number 58 of 2023 involves several main stages, namely Socialization of Medan City Government Policies through BKPSDM conducting socialization regarding the contents of the regulations to ASN in various agencies. According to the results of an interview with the Head of Career Development, Mr. Muhammad Fazwar Wahid, ST, M.Si, namely:

This socialization is carried out through seminars, workshops, and the issuance of guidelines explaining the rights and obligations of ASN in carrying out their duties. Supervision and Evaluation of BKPSDM Medan is responsible for supervising ASN compliance with disciplinary regulations and codes of ethics. Evaluations are carried out periodically through attendance, work reports, and direct monitoring by superiors.

The interview above explains that the implementation of ASN Sanctions proven to violate discipline and the code of ethics are subject to sanctions according to the level of violation, ranging from verbal warnings to dismissal from office. Data from BKPSDM shows that since the enactment of this regulation, there has been an increase in ASN compliance in carrying out their duties. The implementation of disciplinary regulations for civil servants (ASN) in Medan City faces several challenges. Disciplinary violations can hinder the quality and efficiency of public services, leading to a loss of public trust (Farah Rahmawaty & Aziza Aziz Rahmaningsih, 2024).

Factors causing indiscipline include abuse of authority, poor public services, and nepotism. To overcome these problems, effective supervision, management, and enforcement of discipline are needed. Work discipline, loyalty, and competence have a positive effect on ASN performance (Prastowo Setiawan et al., 2022). The implementation of Government Regulation Number 58 of 2023 concerning Civil Servant Discipline has been proven to have the potential to improve public services in Medan Deli Regency (Ade Sanjaya et al., 2023).

In addition, the reward system, punishment mechanism, and work environment have a significant effect on the work discipline of non-ASN employees at the Medan City Regional Financial and Asset Management Agency (Fitri Ramadani & Eka Purnama sari, 2023). This finding highlights the importance of a comprehensive approach to improving discipline and ethical behavior among civil servants in Medan City.

1. Process of Implementation of Medan Mayor Regulation Number 58 of 2023

The process of implementing this regulation involves several important stages such as Socialization and Dissemination of Information to ASN Medan City Government, through the Human Resources Development and Personnel Agency (BKPSDM), conducting socialization regarding this regulation to all ASN. This activity aims to ensure that each employee understands the obligations, prohibitions, and sanctions stipulated in the regulation.

The establishment of the Code of Ethics Council in accordance with Article 27 paragraph (4) letter f of the Medan Mayor Regulation Number 58 of 2023, a Code of Ethics Council is formed which is tasked with enforcing ASN discipline and code of ethics. This council has the authority to examine and decide on violations committed by ASN.

Supervision and Discipline Enforcement are carried out in stages by direct superiors and internal supervisory units. If violations are found, sanctions will be given according to the level of violation, ranging from light to severe disciplinary penalties. Periodic evaluation and monitoring, an evaluation of the effectiveness of the implementation of this regulation is carried out to ensure that the goal of improving ASN discipline and ethics is achieved.

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Based on George C. Edward III's Policy Implementation Model theory, the effectiveness of implementing these regulations is influenced by four main factors:

1. Communication
2. Resources
3. Implementor Disposition
4. Bureaucratic Structure

In the Medan City Government, enforcement of ASN discipline is carried out through coordination of several parties who act as implementers of disciplinary policies.

In detail, the implementors include:

1. Mayor of Medan
2. Medan City Human Resources Development and Personnel Agency (BKPSDM)
3. Head of Agency or Regional Apparatus
4. Internal Audit Unit

Overall, the enforcement of ASN discipline in Medan City does not only depend on the policies set by the Mayor, but also on the effectiveness of the implementation carried out by BKPSDM and leaders in each agency. The combination of clear regulations, strict supervision, and adequate information system support are the main keys so that ASN work discipline can be optimally improved.

Implementers in the field regulate ASN discipline enforcement by integrating various operational mechanisms involving intensive communication, routine supervision, and a structured evaluation system. In detail, here are some ways implementers regulate discipline in the field:

1. Policy Socialization and Routine Briefings
2. Monitoring Attendance with Technology
3. Periodic Performance Evaluation
4. Reward and Punishment System
5. Internal Supervision and Coordination with BKPSDM

Each work unit has an internal monitoring mechanism that works with BKPSDM to ensure that disciplinary policies are consistently enforced. The monitoring team conducts internal audits, examines attendance reports, and prepares performance reports that are used for evaluation and follow-up if there are disciplinary violations. Implementers in the field strive to create a disciplined and conducive work environment for improving ASN performance, so that public services can run more optimally.

B. Factors Inhibiting ASN Discipline and Code of Ethics in the Medan City Government Environment

Some ASN do not fully understand the contents and objectives of Mayor Regulation Number 58 of 2023. This is due to the lack of effective socialization and non-comprehensive training materials. As a result, employees do not know the expected standards of behavior, which has the potential to increase disciplinary violations.

In every organization, especially in the context of government, a deep understanding of applicable regulations and policies is the main foundation for smooth operations and achieving set goals. However, we often encounter situations where a lack of understanding of regulations becomes a significant obstacle in the implementation of public policy. According to the results of an interview with the Head of Career Development, Mr. Muhammad Fazwar Wahid, ST, M.SI, namely:

"The bureaucracy, especially officials who have the authority to punish, are quite responsive in following up on violations of disciplinary punishments and moral sanctions."

Based on the interview results above, the implementation of regulations and public policies is designed to regulate actions and behaviors within a structured and directed framework. When individuals or groups in an organization do not understand the regulations well, they may not be able to carry out their duties in accordance with applicable provisions. This can lead to deviations, inefficiencies, or even failure to achieve the desired goals.

The Impact of Lack of Understanding of Regulations

Deviations in Policy Implementation that without adequate understanding, implementors may not follow established procedures, which may lead to deviations from policy objectives. For example, in the implementation of ASN discipline policy, there are ASN who deliberately do not come to work without fear of being dismissed only for reasons of absence. According to the results of an interview with Mrs. Ridha Noviana Harahap, S.KOM., M.IKOM as Head of the General Sub-Section of BKPSDM, that:

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"It can be seen through the ASN Professionalism Index Value (ASN IP) in 2023 and 2024, the Medan City Discipline dimension received a value of 5, which means that the level of ASN disciplinary violations is still in the low and reasonable category."

From the interview above, although still in the low category, ineffective coordination causes a lack of understanding of regulations that can hinder communication and coordination between units in the organization. When the intent of the policy is not well explained through the necessary organizational channels, the policy will be difficult to implement. Individuals who do not understand the new regulations may feel threatened or uncomfortable with the changes, which can lead to resistance and rejection of policy implementation.

Overcoming Lack of Understanding of Regulations

To overcome these obstacles, several steps can be taken, namely conducting Socialization and Training. Conducting effective socialization and periodic training for all related parties to ensure a deep understanding of applicable regulations and policies. Socialization that is less detailed and uneven can result in rejection of the policy due to lack of information. Improving Communication by improving the flow of communication between units in the organization to ensure that information regarding regulations and policies can be conveyed clearly and on time. Lack of effective communication can result in deviations in policy implementation.

The limited number of discipline supervisors means that supervision cannot be carried out comprehensively. In addition, the lack of budget for supervision activities and the lack of supporting facilities, such as adequate information systems, hamper the process of monitoring and evaluating ASN compliance with regulations. In an effort to ensure discipline and compliance of the State Civil Apparatus (ASN) in the Medan City Government, the role of discipline supervisors is very crucial. An adequate number of discipline supervisors and adequate supporting facilities are key to achieving these goals.

Specific information regarding the number of disciplinary supervisors in the Medan City Government based on data from the State Civil Service Agency (BKN) in 2017, it was recorded that the Medan City Government had 5 agencies involved in ASN discipline supervision.

The ideal number of disciplinary supervisors must be adjusted to the number of existing ASN, the complexity of the task, and the breadth of the work area. Thus, supervision can be carried out effectively and efficiently, ensuring that each ASN understands and complies with applicable regulations. According to the results of an interview with the Head of the Medan City Human Resources Development and Personnel Agency, Mr. Subhan Fajri Harahap, S.STP.M.AP, namely:

"The budget allocation is inadequate in 2024 so that coaching is carried out online. In addition to conducting socialization, coaching needs to be carried out with surprise inspections."

Adequate supporting facilities are essential to support the task of discipline supervision. Some facilities that need to be considered include:

- a) Information Technology Facilities: The use of an integrated information system allows supervision to be carried out in real time, facilitating monitoring of ASN attendance, performance, and compliance. This system also facilitates efficient reporting and data analysis.
- b) Communication Tools: Effective communication tools, such as telephone, email, and other communication platforms, facilitate coordination between discipline supervisors and related work units. This is important for conveying information, warnings, or follow-ups related to disciplinary violations.
- c) Training and Development Facilities: Facilities for training and competency development of discipline supervisors ensure they have the knowledge and skills required to perform their duties well. This training also helps in understanding the latest regulations and effective supervision techniques.
- d) Administrative Facilities: Adequate administrative facilities, such as comfortable workspaces, office equipment, and access to important documents, support the smooth running of related supervision and administration processes.

Challenges in Discipline Supervision

Although supporting facilities have been provided, challenges remain, such as: Limited Human Resources. The limited number of discipline supervisors can limit the scope of supervision, especially in areas with a large number of ASN. According to the results of an interview with the Head of the Medan City Human Resources Development and Personnel Agency, Mr. Subhan Fajri Harahap, S.STP.M.AP, namely:

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“Budget Constraints, Limited budgets can hinder the provision of optimal support facilities, such as information technology and training. Some ASN may feel over-supervised, which can affect their morale and performance.”

According to the interview results, efforts to improve discipline supervision are to overcome these challenges, some steps that can be taken include:

- a. Increasing the Number of Disciplinary Supervisors by increasing the number of disciplinary supervisors according to the needs and number of existing ASN.
- b. Budget Increase by allocating adequate budget for procurement of supporting facilities and training of discipline supervisors.
- c. Support for facilities and infrastructure such as more sophisticated monitoring applications for monitoring, especially ASN attendance.
- d. Conducting outreach regarding the importance of discipline and supervision to all ASN to improve understanding and compliance.

With these efforts, it is expected that disciplinary supervision in the Medan City Government can run more effectively, create a professional work environment, and improve the quality of public services. Some employees showed resistance to this new regulation, arguing that the regulation increases the workload and limits flexibility in working. This attitude arises due to the lack of employee involvement in the policy formulation process and minimal communication regarding the benefits of the regulation for improving ASN professionalism.

The hierarchical bureaucratic structure and complicated procedures cause slow responses to disciplinary violations. In addition, overlapping authority between work units causes confusion in enforcing regulations, so that disciplinary violations are not handled effectively. According to the results of an interview with the Head of Career Development, Mr. Muhammad Fazwar Wahid, ST, M.Si, namely:

"The lack of ASN discipline in Medan City is the result of the interaction of several internal and external factors ranging from a less assertive leadership style, an inconsistent reward and punishment system, an organizational culture that is less supportive, to low motivation and problems in the administration system. Improvement efforts must be carried out comprehensively, involving improving the quality of leadership, consistent enforcement of rules, and the development of a more effective monitoring system in order to create a disciplined and productive work environment."

From the interview results above, it can be seen that the cause of several factors causing ASN of Medan City Government to show less discipline is weak leadership and supervision. Leaders who are inconsistent in enforcing the rules and the lack of examples of discipline from superiors can trigger indisciplinary behavior. If leaders do not actively supervise and provide feedback in the form of rewards or sanctions, employees will tend to feel that the rules are not so important to heed.

Then, the ineffective reward and punishment system. When reward and punishment policies are not applied consistently or have ambiguous standards, employees do not feel motivated to maintain discipline. For example, if disciplined employees do not receive adequate incentives or violations are not dealt with firmly, indiscipline will become more rampant.

From the perspective of an unsupportive organizational culture, a work environment that is accustomed to tolerating irregularities or a loose work culture can result in low awareness of the importance of discipline. If many employees see that their colleagues are also disobedient to the rules, then indiscipline can easily spread.

It can also be seen that due to low motivation and incentives, employee performance and discipline are greatly influenced by the level of motivation. If ASN feel that they do not receive appropriate rewards, both in terms of finance and non-financial recognition, their work spirit will decrease. This makes them not feel the need to always be on time and carry out their duties according to the provisions.

Then, the administration and technology system that is not optimal, the lack of utilization of modern technology in recording attendance and performance evaluation, such as an inaccurate attendance system, can complicate discipline supervision. Without valid data and a reliable monitoring system, disciplinary violations are difficult to detect and follow up appropriately.

In the framework of discipline theory, for example according to Hasibuan (2007), there are several main indicators that must be met so that work discipline can be realized, including:

Goals and Abilities, employees are expected to have a clear understanding of the targets and the appropriate abilities to achieve them. When motivation and incentives are low, employees tend to be less committed to achieving work goals. Leadership Example, A leader who is consistent and provides an example of

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discipline (e.g., being on time and responsible) is a key factor. The lack of leadership examples has contributed to low discipline.

The importance of balance between reward and punishment. If the reward and punishment system is not applied consistently, for example, disciplined employees do not receive adequate rewards or violations are not dealt with firmly, then indisciplinary behavior will continue. Inherent supervision, effective supervision is a mechanism to ensure that each employee carries out their duties in accordance with the rules. The absence or weakness of a supervision system, for example through suboptimal attendance technology, causes violations to go undetected. Human relations also affect organizational culture factors also play a role, where a work environment that tends to be loose and does not support discipline can facilitate the spread of indisciplinary behavior.

Thus, the phenomenon of lack of discipline among ASN in Medan City caused by weak leadership, ineffective reward and punishment system, less supportive organizational culture, low motivation, and suboptimal supervision system can be explained through the lens of discipline theory. Each of these factors is closely related to the indicators of the theory which shows that improvements in all these aspects will simultaneously result in higher work discipline and optimal performance.

In George Edwards III's theory in the context of policy communication emphasizes three main elements, namely: 1) Transmission, policies or regulations must be conveyed clearly and precisely to all ASN. In the context of discipline, effective communication ensures that every employee knows for sure the rules, consequences of violations, and the applicable reward and punishment mechanisms.

Consistency, the message delivered must be uniform across all work units. Consistency in communication both from leaders and through information media encourages the creation of the same standards of disciplinary behavior at all levels of the organization. This is important so that no employee feels that there is different treatment in enforcing the rules. Clarity, Information regarding disciplinary policies must be presented in an easy-to-understand manner, so that every ASN knows what is expected of them. This clarity includes an explanation of the reasons behind the rules, how to measure compliance, and an explanation of rewards and sanctions.

By referring to this theory, the implementation of discipline among Medan City Government ASN can be improved through;

- a) intensive and structured communication by leaders as agents of change,
- b) Regularly socialize policies so that the message of discipline is conveyed clearly,
- c) Use of information media (such as posters or electronic systems) to ensure consistency and clarity of information.

CONCLUSION

1. Implementers in the field (including agency leaders and BKPSDM) strive to convey disciplinary policies consistently, on time, and clearly through daily briefings, weekly evaluation meetings, and the use of digital media. This is in line with George Edwards III's theory which emphasizes the importance of transmission, consistency, and clarity in policy communication. The importance of quality Human Resources (HR) in developing the capacity and competence of State Civil Apparatus (ASN) through training and workshops plays a major role in improving discipline. Trained and motivated HR will better understand and internalize the values of discipline, so that the implementation of disciplinary policies can run more optimally. Adequate Budget Support in allocating budgets in the HR sector supports the provision of supporting infrastructure such as personnel information systems and digital attendance tools as well as funding training and competency development programs. A sufficient budget ensures that all communication and supervision mechanisms can be carried out effectively, which has a positive impact on the level of ASN discipline. The successful implementation of the Medan City Government's ASN disciplinary policy is highly dependent on the synergy between effective communication, quality HR, and adequate budget support. If one of these aspects does not run optimally, the implementation of discipline will be disrupted, which has the potential to reduce the performance and effectiveness of public services. Thus, improving the discipline of Medan City Government ASN requires a holistic approach that optimizes communication, HR development, and budget management as a whole to achieve better performance and optimal public services. This study aims to analyze the implementation of Medan Mayor Regulation Number 58 of 2023 concerning Enforcement of Discipline and Code of Ethics for State Civil Apparatus (ASN) Employees in the Medan City Government, as well as to identify factors that become obstacles to discipline and compliance with the code of ethics in the environment.

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2. The inhibiting factor of ASN discipline in Medan City is ineffective communication in implementing information regarding disciplinary policies that are often not conveyed consistently and clearly to all ASN. This results in different interpretations between work units, so that the implementation of disciplinary rules is not evenly distributed. The lack of commitment and assertiveness from the work unit leaders in enforcing disciplinary rules is one of the main obstacles. Inconsistent internal supervision and lack of follow-up to violations cause indisciplinary behavior to continue to occur. The lack of adequate training and coaching programs has an impact on the lack of understanding of ASN regarding the importance of work discipline. Without continuous capacity development, ASN tends not to internalize disciplinary values properly. Limited funds hinder the provision of supporting facilities and infrastructure, such as personnel information systems and digital attendance tools. Without adequate infrastructure, monitoring and evaluation of work discipline cannot be carried out optimally. These factors are interrelated and create an environment that allows ASN disciplinary violations to occur. Improvements in aspects of communication, leadership, HR development, and increasing the budget and infrastructure are the keys to improving ASN work discipline in Medan City.

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