

# Implementation of Disciplinary Policies for Civil Servants at the Regional Secretariat of Blitar Regency

**Bahrul Ulum**

Master of Public Administration, University of Merdeka Malang, Indonesia

Corresponding Author: E-mail: [ulum21timmy@gmail.com](mailto:ulum21timmy@gmail.com)

## ABSTRACT

Civil servants as state servants as well as public servants must have high responsibility and discipline in carrying out their duties and obligations in accordance with applicable regulations. However, many problems regarding the implementation of disciplinary policies for Civil Servants are still found in government agencies, including the Regional Secretariat of Blitar Regency. This study aims to determine how the implementation of disciplinary policies for Civil Servants at the Regional Secretariat of Blitar Regency, and what are the driving and inhibiting factors for implementing the policy. This study uses a qualitative method. The research location is in the Regional Secretariat of Blitar Regency. The focus of his research is the implementation of disciplinary policies for Civil Servants at the Regional Secretariat of Blitar Regency, as well as the driving and inhibiting factors with the Edward III policy implementation model whose aspects include communication, resources, disposition, and bureaucratic structures. Information collection is sourced from informants and documents with data collection techniques including observation, interviews, and documentation. Selection of informants by purposive sampling. The research instrument includes the researcher himself, interview guidelines, and supporting tools. The collected data were analyzed through data condensation, data presentation, and drawing conclusions and data verification. The results of this study are the implementation of the disciplinary policies of Civil Servants at the Regional Secretariat of Blitar Regency, but the results are still not optimal. The driving factors are additional employee income, the existence of disciplinary examples from superiors, the existence of a performance agreement, and complete facilities and infrastructure. Meanwhile, the inhibiting factors are the lack of awareness and responsibility of civil servants and the insufficient number of staff.

**Keywords:** Civil servants; Implementation of public policies; Work discipline

©2020 Published by [University of Merdeka Malang](http://University of Merdeka Malang)

## 1. INTRODUCTION

Civil Servants are resources owned by the state to run the government at the regional and central levels. Apart from serving as state servants, the functions and duties of Civil Servants are also as public servants. So that Civil Servants are required to uphold the dignity and image of employment for the benefit of society and the state. Apart from that, Civil Servants must also have high responsibility and discipline to carry out their duties and obligations in accordance with the prevailing laws and regulations.

Government Regulation No.53 of 2010 concerning Civil Servant Discipline is a substitute regulation for Government Regulation No. 30 of 1980. Government Regulation No.53 of 2010 contains obligations, prohibitions, and sanctions for Civil Servants. This regulation is made to make Civil Servants professional, reliable and moral. However, there are still many civil servants who do not comply with these regulations.

The meaning of Civil Servant discipline based on Government Regulation Number 53 of 2010 concerning Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions stipulated in statutory regulations and or official regulations which if not obeyed or violated are subject to disciplinary action.

Civil servants discipline violations have always been a topic of conversation for the general public. Often encountered news related to disciplinary violations of Civil Servants in print and electronic media. Therefore, it makes people doubt the credibility of Civil Servants both in the Central Government and Regional Government.

The issue of disciplinary implementation is the focus of research because policy problems related to the level of discipline of Civil Servants are a problem that dominates government agencies, including the Regional Secretariat of Blitar Regency, where the district government center is in Kanigoro District starting in 2016 after previously being one area in Blitar City. in accordance with Government Regulation No. 3/2010 concerning the Transfer of the Capital of Blitar Regency from the City Area to the Kanigoro District, Blitar Regency, East Java Province. So that from something new, it is fitting for Civil Servants to show better discipline. Disciplinary violations by Civil Servants still occur, as the data recapitulation of disciplinary punishment for Civil Servants at the Regional Secretariat of Blitar Regency below:

**Table 1.** Recapitulation of the imposition of civil servant discipline at the regional secretariat of Blitar Regency

Types of Punishment	Year			
	2016	2017	2018	2019
Written warning	-	-	2	-
Postponement of regular salary increases for 1 year	1	-	-	-
Postponement of promotion for 1 year	2	-	-	-
Demotion for 1 year	5	3	1	3
Demotion for 3 years	6	4	3	2
Release from office	2	-	-	1
Respectful dismissal is not at his own request	3	4	3	1
<b>Total</b>	19	11	9	7

Source: Regional Personnel and Human Resources Development Agency of Blitar Regency (processed)

Based on the Table 1, it is known that there are still disciplinary violations committed by Civil Servants at the Regional Secretariat of Blitar Regency. In 2016 there were 1 postponement of periodic salary increases for 1 year, 2 postponement of promotion for 1 year, 1 year demotion was 5, demotion for 3 years was 6, release of office was 2, and dismissal with respect was not At your own request there are 3. In 2017 there were 3 demotions for 1 year, 4 demotions for 3 years, and 4 with respect to dismissal, not at your own request. Then in 2018 there were 2 written reprimands, decreasing rank for 1 year is 1, demotion for 3 years is 3, and dismissal with respect not on one's own request is 3. While in 2019 there are 3 demotions for 1 year, demotion for 3 years are 2, exemption from office there is 1, and the dismissal with respect not at his own request is 1.

Based on the description above, researchers are interested in conducting research on "Implementation of Disciplinary Policies for Civil Servants at the Regional Secretariat of Blitar Regency".

## 2. LITERATURE REVIEW

### Implementation of public policy

Implementation comes from the Latin "implemmentium", a combination of the word "impele" which means to complete or fill in full and the word "flere" which means to fill. The point is to bring something to complete and complete. Edward in Winarno (2002) states that policy implementation is a policy-making stage between policy formation and the consequences of policies for the people it affects.

Policy implementation according to Wahab (2001) is a process of implementing policy decisions (usually in the form of laws, government regulations, judicial decisions, executive orders, or presidential decrees).

Dunn (2003) argues that public policy is a complex pattern of dependence of collective, interdependent choices including decisions not to act, which are made by local government agencies or work units.

Meanwhile, according to Thomas R. Dye in Nugroho (2012) public policy is public policy as something that the government does, why they do it, and the results that make a life together appear different.

George C. Edward III in Indiahono (2009) states that there are 4 aspects in successful implementation, namely communication, resources, disposition, and bureaucratic structure.

### Communication

Communication according to Agustino (2006) really determines the success of achieving the goals of implementing public policy. Implementation will be effective, if decision makers know about what they are going to do. Information that is known to decision makers can only be obtained through good

communication. Edward III in Agustino (2006) suggests that there are three indicators in the communication aspect, namely: (1) Transmission. Channel communication well. So that there is no misunderstanding caused by the many levels of bureaucracy that must be passed in the communication process; (2) Clarity. Communications received by policy implementers must be clear and not confusing; (3) Consistency. The commands given must be consistent and clear to define or execute. So that it doesn't cause confusion.

### ***Resources***

According to Tachjan (2006), resources are input in the organization as a system that has economic and technological implications. Economically, it means that the resources are related to the direct costs or sacrifices incurred by the organization which reflect the potential value or use in its transformation into output. Meanwhile, technologically, resources are related to the transformation capability of the organization.

Edward III in Agustino (2006) states that resources are important in implementing good policies. Indicators from the aspect of resources, namely: (1) Staff. Failures that often occur in policy implementation are usually caused by insufficient, insufficient, and incompetent staff / employees in their respective fields. For that we need a sufficient staff with the necessary skills and abilities in implementing the policy; (2) Information. Information includes two forms, namely: information relating to how to implement policies and information relating to compliance data from the implementers with established government regulations and regulations; (3) Authority. Authority is the authority or legitimacy for the implementers in implementing policies that are determined politically; (4) Facilities. This facility indicator includes the available facilities and infrastructure.

### ***Disposition***

Edward III in Winarno (2005) dispositions or tendencies are one of the factors that have important consequences for effective policy implementation. If the implementers have a tendency (positive attitude) or support, then there is policy implementation that will be carried out according to the initial decision, and vice versa.

Edward III in Agustinus (2006) suggests indicators of disposition consisting of: (1) Appointment of the bureaucracy. The appointment of the bureaucracy must be someone who is dedicated to the existing policies because if the official is competent, the attitude or disposition of the executor will be positive or supportive of the policies that have been set; (2) Incentives. Providing incentives by policy makers can influence the actions of policy implementers. So that it becomes a driving factor that makes executors carry out orders well.

### ***Bureaucratic structure***

The bureaucratic structure is an important factor in the implementation of public policy. According to Edwards III in Winarno (2005) there are 2 indicators from the aspect of bureaucratic structure, namely: (1) Standard operational procedure (SOP). With the existence of SOPs, policy implementers can optimize the available time and can function to uniform the actions of officials in complex and widespread organizations, so that it can lead to great flexibility and equality in implementing regulations; (2) Fragmentation. Fragmentation is the spread of responsibility for a policy to several different agencies so that it requires coordination (Edward III in Winarno, 2005).

### ***Work discipline***

Discipline comes from the Latin word "discere" which means teaching or forming. There are also those who say from the Latin word "Disciplina" which means training or education of politeness and spirituality and character development (Wursanto, 1989).

According to Government Regulation Number 53 of 2010 concerning Civil Servant Discipline, Civil Servant Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions stipulated in statutory regulations and or official regulations which if not obeyed or violated are subject to disciplinary punishment.

Work discipline according to Siswanto (2006) is an attitude of respect, respect, obedience, and obedience to the applicable regulations which are written and able to carry out them and not avoid receiving sanctions.

Meanwhile, according to Muchdarsyah (2005), work discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience and obedience to

regulations that are well established by the government regarding ethics, norms and rules. that applies in society to achieve certain goals.

According to Guntur (1996), indicators of discipline include: time, targets, quality, work priorities and procedures.

Moekijat (2002) argues that there are 2 types of discipline, namely: (1) Self-imposed discipline, namely self-imposed discipline. This discipline comes from itself which is a spontaneous response to the leader and is an impetus for himself to do what is in accordance with the goal; (2) Command discipline is the ordered discipline. This means that the discipline that occurs is caused by a factor of power or an order through certain regulations. In its form, the "command discipline" obtains its implementation by using law.

Indicators that can affect the level of discipline according to Hasibuan (2011), namely: Goals and Capabilities, Leader Exemplary, Remuneration, Justice, Inherent Supervision, Penalty Sanctions, Assertiveness, Human Relations.

Meanwhile, according to Handoko (2001) work discipline can be carried out in 4 types, namely: (1) Preventive discipline, namely actions to encourage workers to follow or comply with norms and rules; (2) Corrective discipline, which is an activity to deal with violations of rules and try to avoid further violations; (3) Progressive discipline, namely providing heavier punishments for repeated violations. With the aim of providing an opportunity for employees to take corrective action before more serious sentences are carried out; (4) The hot stove rule, that is, disciplinary action has the same characteristics as the punishment a person receives for touching a hot stove.

## **Management**

Hasibuan (2012) states that management is the science and art of regulating the process of utilizing human resources and other sources effectively and efficiently to achieve certain goals.

Terry (2010) explains that management is a typical process consisting of planning, organizing, mobilizing and controlling actions to determine and achieve goals through the use of human resources and other resources.

Management functions according to George R. Terry in Hasibuan (2009) include planning, organizing, directing and controlling.

Meanwhile, according to Fayol in Safroni (2012), management functions consist of planning, organizing, directing, coordinating, controlling.

George R. Terry in Herujito (2001) says that there are 6 elements of management, namely: (1) Men and women; (2) Materials; (3) Methods; (4) Machines; (5) Money; (6) Markets.

## **Organization**

The definition of an organization according to Hasibuan (2013) is a formal, structured and coordinated union system of groups of people who work together to achieve certain goals.

Whereas Weber in Silalahi (2011) argues that organization is a social relationship system, where each individual who collaborates makes a process of interaction with other individuals.

According to Siswanto (2005), the organizational structure specifies the division of labor and shows how various functions or activities are connected to a certain extent, as well as to show the level of work specialization.

## **Staffing**

According to the Big Indonesian Dictionary, employment is anything related to employees (Alwi, 2007). Meanwhile, according to Soedaryono (2008), employment is someone who makes a living by working in an organization, both government work units and private work units.

Based on Law Number 43 of 1999 concerning Personnel Principles, the definition of a Civil Servant is that every citizen of the Republic of Indonesia who has met the stipulated requirements, is appointed by an authorized official and assigned to a government position, or entrusted with other state duties, and paid according to the prevailing laws and regulations.

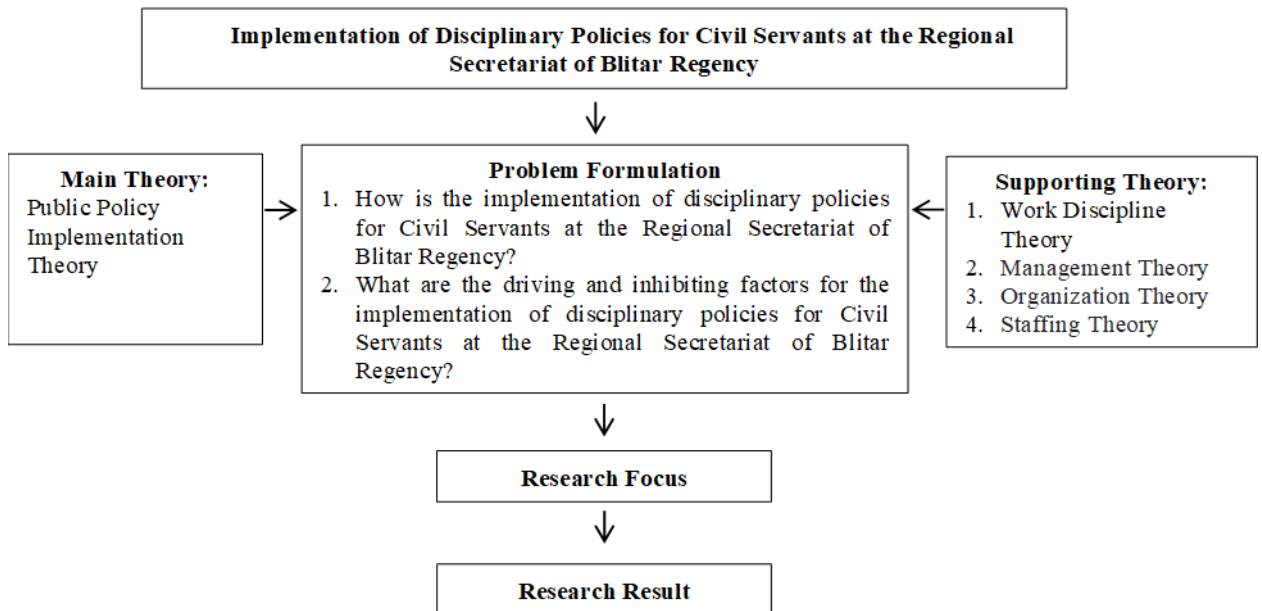
Wursanto (2000) states that Civil Servants are those who meet the requirements stipulated in the prevailing laws and regulations, are appointed by an authorized official and assigned to work in another State position which is determined based on a statutory regulation and paid according to the prevailing laws and regulations.

Government Regulation Number 53 of 2010 concerning Civil Servant Discipline Regulations is the foundation for Civil Servants to behave in a disciplined manner. The regulation contains about the

obligations that must be carried out, the prohibitions that must be shunned, as well as sanctions for Civil Servants who violate the regulations.

### Research conceptual framework

The conceptual framework in this study can be described in Figure 1.



**Figure 1.** Research conceptual framework

### 3. METHODS

The research method used in this research is qualitative research methods. The location of this research is the Regional Secretariat of Blitar Regency, East Java Province.

The research focus serves to limit qualitative studies as well as limit research in order to choose which data is relevant and which is not relevant (Moleong, 2010). So this research is focused on the implementation of disciplinary policies for Civil Servants based on Government Regulation Number 53 of 2010 concerning Civil Servant Discipline Regulations at the Regional Secretariat of Blitar Regency, as well as the driving and inhibiting factors of implementing the policy.

The policy implementation model used in this research is the Edward III policy implementation model, where the success aspects include Communication (transmission, clarity of information and consistency of information), Resources (staff, information, authority, and facilities), Disposition (appointment of bureaucrats and incentives), and Bureaucratic Structure (standard operating procedures and fragmentation).

Sources of data in this study include: (1) Primary data sources. Primary data sources were obtained from observation, participation and interviews with informants; (2) Secondary data sources. Secondary data sources were obtained from documents of the Regional Secretariat of Blitar Regency, Blitar Regency Personnel and Human Resources Agency and related laws and regulations on the focus of this research.

Purposive sampling is a method used by researchers in selecting informants. Where the type and number of informants selected and deemed capable of providing information related to this study were 3 people consisting of Mr. Achmad Budi Hartawan, S. Sos (Regent's Expert Staff for Economics, Finance and Development), Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel), as well as Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section).

In qualitative research, the instrument is the researcher himself (Sugiyono). And the research instruments in this study consisted of: the researcher himself, interview guidelines, and supporting devices. While data collection techniques in this study include observation, interviews, and documentation.

Data analysis was carried out in accordance with the theory of Miles, Huberman and Saldana (2014) the components are as follows: (1) Data collection is the process of finding and collecting data by means of observation, interviews and documentation; (2) Data condensation, is the process of selecting, focusing, simplifying, abstracting, and transforming data; (3) Presentation of data, is a process of organizing, unifying information; (4) Drawing conclusions, namely providing conclusions on all the data obtained.

## 4. RESULTS AND DISCUSSION

### Results

#### **Communication**

The communication aspect consists of 3 indicators, namely transmission, clarity, and consistency. Transmission is the delivery of good communication. Based on the results of the interview, it is known that this disciplinary policy has been conveyed well, as stated by Mr. Achmad Budi Hartawan, S. Sos (Regent's Expert Staff for Economics, Finance and Development) on December 14, 2020 that: *"I did. This regulation has been well socialized to Civil Servants"*

From the clarity indicator, it can be seen that the policy is clear in its delivery. Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020 said that: *"I did. It's been clearly stated"*

Meanwhile, the consistency indicator shows that consistency in giving orders has gone well. As stated by Mr. Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020: *"I did. Consistency in giving orders has gone well"*.

#### **Resource**

Resource aspects include: staff, information, authority, and facilities. From the results of the interview conducted with Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020, it was stated that: *"The number of staff at the Regional Secretariat of Blitar Regency is not sufficient, because there are no more employees being appointed"*.

In addition, Mr. Achmad Budi Hartawan, S.Sos (Regent's Expert Staff for Economics, Finance and Development) on December 14, 2020 added that: *"The staff here are skilled, dedicated, professional and competent in their fields"*.

In the information indicator, it is known that there is already information about the procedures for implementing this disciplinary policy. This was as conveyed by Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020: *"There is. There is already information regarding the procedures for implementing this disciplinary policy"*.

In connection with the data on disciplinary compliance, Mrs. Anik Yuanawati, SH, said: *"Monthly recap (recap of the presence of Civil Servants) as well as daily assessments in the application and every month reported to superiors"*.

Mr. Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020 added: *"There is. in the Blitar District Civil Service and Human Resources Development Agency"*.

Regarding the indicators of authority, a statement was obtained that as an official, he certainly has the authority to make this policy work effectively as conveyed by Mr. Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020: *"As superiors, of course we have the authority"*.

Furthermore, on the facility indicator, that the facilities and infrastructure at the Regional Secretariat of Blitar Regency are completely available, as stated by Mr. Achmad Budi Hartawan, S.Sos (Regent's Expert Staff for Economics, Finance and Development) on December 14, 2020: *"I did. The facilities and infrastructure here are complete"*.

#### **Disposition**

The indicators of the disposition aspect are the appointment of bureaucracy and incentives. The appointment of the bureaucracy at the Regional Secretariat of Blitar Regency is in accordance with the regulations. As expressed by Mr. Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020: *"Has been implemented in accordance with applicable regulations (open selection)"*.

Meanwhile, regarding the commitment of Civil Servants, it can be seen from the statement from Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020 that: *"They will commit to implementing this disciplinary policy properly because it is related to the performance report of each Civil Servant"*.

In connection with the support from officials, Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020 stated that: *"There is. The form of support is providing motivation and examples from superiors"*.

In the incentive indicator, it is known that at the Regional Secretariat of Blitar Regency in improving discipline, it is not in the form of providing incentives but in the form of Additional Employee Income, as conveyed by Mr. Achmad Budi Hartawan, S.Sos (Regent's Expert Staff for Economics, Finance and Development) on the 14th. December 2020: *"In the Regional Secretariat of Blitar Regency, the discipline improvement is not in the form of providing incentives but increasing welfare in the form of additional employee income where one of the indicators or assessments is the level of discipline"*.

### **Bureaucratic structure**

In this aspect of bureaucratic structure, there are 2 indicators, namely standard operational procedure and fragmentation. At the Regional Secretariat of Blitar Regency, there is a standard operational procedure in acting so that the implementation of this disciplinary policy does not deviate from the policy goals and objectives. This is in accordance with what was conveyed by Mr. Achmad Budi Hartawan, S.Sos (Regent's Expert Staff for Economics, Finance and Development) on December 14, 2020: *"There is. We act according to the existing Standard Operating Procedures"*.

Regarding the bureaucratic structure in the Regional Secretariat of Blitar Regency, it can be seen from the results of an interview with Mr. Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020, namely: *"Blitar Regency Regional Secretariat type A with a maximum number of sections 12. However, Blitar Regency Regional Secretariat only uses 10 parts. There are 2 sections which only take 2 subsections. So overall the coordination is optimal"*.

Regarding the discipline supervisory team for Civil Servants at the Regional Secretariat of Blitar Regency, Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020 said that: *"There is. Namely from their respective superiors and from the Personnel and Human Resources Agency of Blitar Regency"*.

### **Driving factors**

The driving factors for the implementation of disciplinary policies according to Mr. Achmad Budi Hartawan, S.Sos (Regent's Expert Staff for Economics, Finance and Development) on December 14, 2020, namely: (1) Discipline policy is an obligation that must be carried out by all Civil Servants; (2) Commitment from officials in providing an example of discipline.

According to Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020, namely: (1) Additional income. The more active the employee, the greater the value so that the employee's additional income increases; (2) In accordance with the performance agreement of each Civil Servant at the beginning of the year and performance appraisal at the end of the year; (3) complete facilities and infrastructure.

Meanwhile, according to Mr. Ristya Bayumilarsa, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020, namely: (1) Additional employee income; (2) Examples of discipline from superiors. There are superiors who have high discipline, so that they will be able to influence the discipline of their subordinates.

### **Inhibiting factors**

The factors inhibiting the implementation of disciplinary policies based on the opinion of Mr. Achmad Budi Hartawan, S.Sos (Regent's Expert Staff for Economics, Finance and Development) on December 14, 2020 are: *"If there are employees who violate this discipline policy, it is because of their lack of awareness. And not responsible for obligations that must be carried out based on Government Regulation Number 53 concerning Discipline of Civil Servants"*.

According to Mrs. Anik Yuanawati, SH (Head of Sub Division of Administration and Personnel) on December 3, 2020, namely: *"Lack of awareness and responsibility of Civil Servants"*.

The same opinion was also conveyed by Mr. Ristya Bayumilarso, ST (Head of Sub Division of Institutional and Position Analysis at the Organization Section) on December 3, 2020: *"There is still a lack of awareness and responsibility from civil servants"*.

### **Discussion**

Data analysis based on the results of the interviews with the informants above is as follows:

#### ***Communication***

Communication according to Agustino (2006) really determines the success of achieving the goals of implementing public policy. Implementation will be effective, if the decision maker knows what to do. Information that is known to decision makers can only be obtained through good communication. The communication aspect consists of 3 indicators, namely transmission, clarity, and consistency.

Based on interviews with all informants about this aspect of communication, it is known that all indicators in it have been implemented properly.

#### ***Resources***

According to Tachjan (2006), resources are input in the organization as a system that has economic and technological implications. Resource aspects include: staff, information, authority, and facilities.

Based on interviews regarding the resource aspect, it was found that only the staff indicators had problems, namely the number of existing staff was still insufficient, because there were no more employees being appointed. So that it can affect the implementation of this disciplinary policy.

#### ***Disposition***

According to Edward III in Wianrno (2005) dispositions or tendencies are one of the factors that have important consequences for effective policy implementation. If the implementers have a tendency (positive attitude) or support, then there will be policy implementation in accordance with the initial decision, and vice versa. The indicators of the disposition aspect are the appointment of bureaucracy and incentives.

Based on the results of interviews with informants at the Regional Secretariat of Blitar Regency regarding the disposition aspect, it was found that the appointment of the bureaucracy was in accordance with the applicable regulations and the provision of additional employee income could increase discipline.

#### ***Bureaucratic structure***

The bureaucratic structure is an important factor in the implementation of public policy. According to Edwards III in Winarno (2005) there are 2 indicators from the aspect of bureaucratic structure, namely: Standard operational procedure (SOP) and fragmentation.

Based on the interview about the bureaucratic structure above, it can be seen that the implementor acts based on the existing SOP and the distribution of disciplinary responsibility is divided into 10 parts, although it can be coordinated well.

#### ***Driving factors***

From the interviews with the informants above, it can be explained that the driving factors for the implementation of disciplinary policies at the Regional Secretariat of Blitar Regency include: (1) There is additional employee income; (2) Examples of discipline from superiors. There are superiors who have high discipline, so that they will be able to influence the discipline of their subordinates; (3) There is a performance agreement for each Civil Servant at the beginning of the year and an assessment of their performance at the end of the year; (4) Complete facilities and infrastructure.

#### ***Inhibiting factors***

Interviews about the factors inhibiting the implementation of disciplinary policies to the informants above can be seen that the factors inhibiting the implementation of disciplinary policies at the Regional Secretariat of Blitar Regency are: (1) Lack of awareness and responsibility of Civil Servants; (2) The number of staff at the Regional Secretariat of Blitar Regency is not sufficient, because there is no employee appointment.



## 5. CONCLUSION

The implementation of disciplinary policies for Civil Servants at the Regional Secretariat of Blitar Regency has been running but the results are still not optimal. The driving factors for the implementation of disciplinary policies for Civil Servants at the Regional Secretariat of Blitar Regency are: (1) Additional employee income; (2) Examples of discipline from superiors; (3) There is a performance agreement; (4) Complete facilities and infrastructure. While the inhibiting factors for the implementation of disciplinary policies for Civil Servants at the Regional Secretariat of Blitar Regency are: (1) Lack of awareness and responsibility of Civil Servants; (2) Insufficient number of staff.

## REFERENCES

- Abdul, W. S. (2001). *Analisis Kebijakan dari Formulasi ke Implementasi Kebijakan Negara*. Jakarta: Bumi Aksara.
- Aditama, H. B. S. (2006). *Pengantar Manajemen*. Jakarta : Bumi Aksara.
- Agustino, L. (2008). *Dasar-Dasar Manajemen Publik*. Bandung: Alfabeta.
- Alwi, H. (2007). *Kamus Besar Bahasa Indonesia*. Jakarta: Balai Pustaka.
- Bejo, S. (2005). *Manajemen Tenaga Kerja Indonesia Pendekatan Administratif dan Operasional*. Jakarta: Bumi Aksara.
- Blitar Regency Civil Service and Human Resources Development Agency. 12 December 2020. *Recapitulation of the Imposition of Discipline for Civil Servants at the Regional Secretariat of Blitar Regency*.
- Dunn, W. N. (2003). *Analisis Kebijakan Publik*. Yogyakarta: Gadjah Mada University Press.
- Edward III, G. C. (1980). *Implementing Public Policy*. Washington DC: Congressional Quarterly Press.
- George, R. T., & Leslie W. R. (2010). *Dasar-Dasar Manajemen*. Jakarta: Bumi Aksara.
- Government Regulation No. 3 of 2010 concerning the Transfer of the Capital of Blitar Regency from the City Area to the Kanigoro District, Blitar Regency, East Java Province.
- Government Regulation No.53 of 2010 concerning Civil Servant Discipline.
- Guntur, I. (1996). *Jaminan Sosial Tenaga Kerja*. Jakarta: Airlangga.
- Handoko, T. H. (2001). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta.
- Hasibuan, M. S. P. (2009). *Manajemen: Dasar, Pengertian, dan Masalah. Edisi Revisi*. Jakarta : Bumi Aksara.
- Herujito, Y. M. (2001). *Dasar-Dasar Manajemen*. Jakarta: PT. Grasindo.
- Indiahono, D. (2009). *Kebijakan Publik Berbasis Dynamic Policy Analisis*. Yogyakarta: Gava Media.
- Law Number 43 of 1999 concerning Civil Service Principles.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook, Edition 3*. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.
- Moekijat. (2002). *Manajemen Tenaga Kerja dan Hubungan Kerja*. Bandung: Pionir Jaya.
- Moleong, L. J. (2010). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosda Karya.
- Nugroho, R. (2012). *Public Policy*. Jakarta: Elex Media Komputindo.
- Safroni. (2012). *Manajemen dan Reformasi Pelayanan Publik dalam Konteks Birokrasi Indonesia (Teori, Kebijakan, dan Implementasi)*. Yogyakarta: Aditya Media Publishing.

## Proceedings

The 1<sup>st</sup> International Conference in Social Science | Malang, November 5-6, 2020  
<https://seminar.unmer.ac.id/index.php/ICONISS/1ICONISS>

Sinungan, M. (2005). *Produktifitas: Apa dan Bagaimana. Edisi Kedua*. Bumi Aksara.

Soedaryono. (2000). *Tata Laksana Kantor*. Jakarta: Bumi Aksara.

Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Tachjan. (2006). *Implementasi Kebijakan Publik*. Bandung: AIPI.

Ulber, S. (2011). *Asas Asas Manajemen*. Bandung: Refika

Winarno, B. (2002). *Teori dan Proses Kebijakan Publik*. Yogyakarta: Media Pressindo.

Wursanto, I. G. (1989). *Manajemen Kepegawaian 1*. Yogyakarta: Kanisius