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## Application of Civil Servant Discipline at Batam City Education Office in Socio-Psycho-Juridical Perspective

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### ABSTRACT

**Keywords:** Civil Servant, Discipline, Batam City Education Office.

The Indonesian state has Civil Servants who have functions as public servants, glue and unify the nation as well as policy implementers as state civil servants. But there are also employees from government agencies who are lazy at work and arrive late, this is an act that is not only detrimental to yourself but can also harm others and the organization where you work. Violations of work discipline often create discomfort in the work environment, interfere with productivity and damage relationships between colleagues. For example, what happened in Batam City was that two civil servants who skipped work were dismissed for violating the code of ethics. Therefore, this study aims to analyze and provide recommendations for efforts to improve the application of civil servant discipline, especially at the Batam City Education Office. This research was obtained through in-depth interviews with the Head of the Batam City Education Office and civil servant staff as well as analyzing documents related to civil servant discipline regulations, journals, research results and books. Based on the results of the study, the application of civil servant discipline at the Batam City Education Office is still not optimal. Things that have not been optimal in the social field related to human relations on the productivity of civil servants, the psychological field is the awareness and willingness of individuals to contribute positively in their work environment, while the related juridical field has not been optimal in implementing legal certainty in implementing civil servant discipline due to the lack of firmness from the Head of the Batam City Education Office in cracking down on civil servants who are not disciplined at work. Thus, it is recommended to consider these socio-psycho-juridical factors, so that the application of civil servant discipline at the Batam City Education Office can be carried out effectively and efficiently, and can improve the performance and productivity of civil servants within the Batam City Education Office.



## **Introduction**

Article 1 Paragraph (3) of Law Number 20 of 2023 concerning the State Civil Apparatus states that Civil Servants (PNS), hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements and are permanently appointed by personnel supervisory officials to occupy positions in the government. This means that to become a civil servant, one must be an Indonesian citizen, meet the set requirements, and be permanently appointed by the personnel supervisory officer to carry out duties and responsibilities in various positions within the government. Civil Servants (PNS) in government organizations should be people who have a high level of professionalism and integrity so that they can work together to improve performance to build and advance an institution or organization. By maintaining good discipline, an employee can increase his productivity, build a good reputation at work, and make a positive contribution to the organization where he works. For employees, maintaining discipline is one of the main factors to achieve success in completing their duties and responsibilities. On the other hand, organizations will also benefit from the implementation of discipline policies. Without discipline and clear arrangements for disciplinary action, the effectiveness of the organization will be significantly limited. The most important discipline is the ability to manage time efficiently, including in terms of timely attendance at the office. The consequence of this indiscipline is the sanction that will be imposed.

Article 11 of Law Number 20 of 2023 concerning the State Civil Apparatus (ASN) states that the duty of ASN Employees (PNS) is to carry out public policies that have been made by the Personnel Supervisory Officer by applicable laws and regulations; providing professional and high-quality public services; and strengthen the unity and unity of the Unitary State of the Republic of Indonesia. As the main element in the human resources of the state apparatus, the State Civil Apparatus (ASN) has a crucial role in the success of government administration and development.

The role of Civil Servants (PNS) in every government structure is very vital because they are the backbone of carrying out the national development agenda. To achieve the effectiveness of the implementation of government and development tasks, professional, responsible, honest, and fair civil servants are needed, which are regulated by the applicable work and career achievement system. As part of the state apparatus and public servants, civil servants have the responsibility to be a good example for the community in behaviour, actions, and compliance with applicable regulations and laws. To maintain order and smooth implementation of duties, every civil servant is required to comply with civil servant discipline by the provisions that have been regulated in the civil servant discipline regulations. Civil servant discipline refers to the ability of civil servants to comply with obligations and avoid violations that have been stipulated in laws and regulations, as explained in Article 1 paragraph (4) of Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning Civil Servant Discipline.

Civil Servants must improve their performance through work discipline to improve the quality of human resources. Civil Servants, as part of the government apparatus and public servants, have the responsibility to maintain the dignity and image of the civil

service for the benefit of the community and the state. However, in various government agencies, there are often disciplinary violations such as late arrivals, lack of morale, early departure, and other violations. This can result in low productivity of the employees concerned, thereby hindering the progress of government and national development, and causing disappointment among the community. For example, what happened in Batam City was two Batam civil servants who were fired for skipping work, and two civil servants who were dismissed for violating the code of ethics.

Work discipline is a step to increase awareness and compliance with all company regulations and applicable social norms, it is important to implement work discipline. One approach, in this case, is to provide sanctions in the form of punishments and reprimands as an effort to create a deterrent effect for employees, as well as to prevent the repetition of mistakes and improve their performance. Disciplinary violations that often occur include late arrivals, absences without clear reasons, leaving early, and various other forms of violations that result in low productivity of the employees concerned, as well as hindering the development process in the government environment. This is important to overcome for the realization of good governance.

According to Batam Mayor Regulation Number 37 of 2023 concerning Main Duties, Functions, Job Descriptions, and Work Systems within the Education Office, the Head of the Batam City Education Office has the main responsibility to lead, regulate, formulate, foster, control, coordinate, and be responsible for technical policies for the implementation of local government affairs in the field of Regional Education. All these actions are carried out by the principle of autonomy and assistance duties, as well as by holding the authority that has been determined.

Based on the Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 16 of 2022 concerning the Obligation to Comply with the Provisions of Working Hours for State Civil Apparatus, which was then implemented through the Batam Mayor Circular Letter Number 47 of 2022, the obligation to comply with the provisions of working hours for State Civil Apparatus within the Batam City Government is clarified, where in Point 5 letter (c) it is stated that the number of effective working hours for Local Government Agencies that Carry out 5 (five) or 6 (six) working days to meet a minimum of 37.5 hours per week.

Based on data from the State Civil Apparatus Advisory Board (BPASN) of the State Civil Service Agency in 2021-2022, it was found that there were cases of violations of civil servant discipline that were administratively appealed at BPASN, including non-attendance at work (152 cases), criminal acts of position/having a relationship with the position (36 cases), drugs (28 cases), cases of living together without marriage/violation of PP 10/1983 jo 45/1990 concerning Marriage and Divorce Permits for Civil Servants (26 cases), and abuse of authority (23 cases).

In this regard, below is the data on civil servant discipline at the Batam City Education Office as follows:

**Table 1**

**Data on Discipline of Civil Servants Working Hours of the Batam City Education Office**

No.	Year	Number of Civil Servants Late/Speed (Coming/Returning)	Total PNS	Percentage (%)
1	2022	71	98	72
2	2023	65	91	71
Average		68	95	72

From the data mentioned above, it can be seen that the highest case of disciplinary violations committed by civil servants is not coming to work. This is also in line with data from the Batam City Education Office which shows a fairly high violation of working hour discipline committed by civil servants of the Batam City Education Office. The Batam City Education Office is one of the government agencies that has an important role in the implementation of education in Batam City. So in carrying out this role optimally, civil servants at the Batam City Education Office are important to have high discipline. Therefore, the application of civil servant discipline at the Batam City Education Office needs to be studied in depth.

Based on the above explanation, this research is important to carry out and has a novelty value because it specifically aims to analyze the factors that affect the implementation of civil servant discipline, obstacles in the implementation of civil servant discipline and provide recommendations for efforts to improve the implementation of civil servant discipline at the Batam City Education Office. In connection with these objectives, the questions of this research are 1) How to apply civil servant discipline to the Batam City Education Office from a social perspective? 2) How is the application of civil servant discipline at the Batam City Education Office from a psychological perspective? 3) How is the application of civil servant discipline at the Batam City Education Office from a juridical perspective? 4) What are the consequences, obstacles and solutions related to the implementation of civil servant discipline at the Batam City Education Office?

To answer these questions, especially those related to the juridical perspective, the researcher uses Gustav Radbruch's Theory of Legal Certainty as an analysis tool. The most basic legal theory is that justice and utility must come first before legal certainty can be realized. According to Gustav Radbruch, when discussing legal certainty, not only the purpose of the law is the focus, but also the general atmosphere that exists. From this perspective, it can be understood that without legal certainty, individuals will not know what actions should be taken, so uncertainty will arise and eventually lead to chaos due to the lack of clarity in the legal system. Through legal certainty, each individual can

predict the consequences of the legal action they take. Legal certainty is defined as a person's ability to obtain something fairly.

## **Research Methods**

The author uses two types of research in this study, namely "normative legal research and empirical legal research." Normative legal research leads to the analysis of legal rules, norms, legal principles, and legal doctrines that are relevant to the research topic. Empirical legal research, on the other hand, is "research conducted in the field, directly within society." The data sources of this research are primary data and secondary data. Primary data was obtained through in-depth interviews with key informants, such as the Head of the Civil Servant Service and the Staff of the Batam City Education Office. Meanwhile, secondary data was obtained from documents related to civil servant discipline regulations, journals, previous research results, and books relevant to the research theme. All collected data were analyzed using a qualitative approach.

## **Results and Discussion**

### **The Application of Civil Servant Discipline at the Batam City Education Office from a Social Perspective**

Hasibuan listed several factors that affect work discipline, including:

1. Purpose: Employees tend to be more disciplined if they understand and have awareness of the organization's goals or the tasks they perform.
2. Ability: Employees who feel capable of doing their duties are usually more motivated to become disciplined.
3. Leadership role model: The attitude and behaviour of leaders in maintaining discipline can affect employee attitudes and behaviours.
4. Reciprocity: Recognition and reward for good performance can increase employee motivation to maintain discipline.
5. Fairness: Employees tend to be more disciplined if they feel that rules and policies in the workplace are applied fairly.
6. Inherent supervision (waskat): The existence of continuous supervision can help in maintaining employee discipline.
7. Punitive sanctions: The threat of sanctions for disciplinary violations can be an incentive for employees to comply with the rules.
8. Firmness: Consistency and clarity in the application of rules and sanctions can improve discipline.
9. Human relationships: Good relationships between superiors and subordinates can also affect the level of discipline in the workplace.

Leadership in determining the level of employee work discipline is very important. Leaders are figures who are role models for their subordinates, and the attitudes and behaviours shown by leaders will have a great influence on the work culture and the level of discipline in the work environment. Therefore, leaders have a great responsibility in creating a conducive work environment and supporting a high level of work discipline.

By setting a good example and paying attention to important aspects of discipline management, leaders can play a very important role in improving the effectiveness of the organization. Human resources in an organization are the individuals who make up the organization itself, and they have a central role in all aspects of organizational activities.

To achieve the national goals that have been set, Civil Servants (PNS) play a very strategic role as the main element in the human resources of the state apparatus. The smooth implementation of government and national development on a large scale depends on the efficiency and effectiveness of the state apparatus. Thus, the optimal participation and performance of civil servants are the main keys to achieving success in achieving national goals.

Based on the results of interviews with the interviewees, it was found that several social factors affect the implementation of Civil Servant discipline (PNS) at the Batam City Education Office. Some factors interact with each other and play an important role in shaping the work culture and discipline within the Batam City Education Office. Some of these factors include:

### **Leadership Examples**

In the Great Dictionary of the Indonesian Language (KBBI), exemplary has the meaning of something that should be emulated or a good example to follow, especially in terms of deeds, behaviour, traits, and so on. Therefore, leadership example refers to a good example that is shown by a leader and is worthy of being emulated by subordinates or other team members.

Based on the results of an interview with Mr. Tri Wahyu Rubianto, S.T., M.Si., the Head of the Batam City Education Office, said "As a Leader, the Head of the Service sets an example by disciplining himself first so that it can be emulated or followed by other employees". Agreeing with the Head of the Office, Mrs. Kamalia, S.E., as the Staff for Junior High School Development of the Batam City Education Office also said "Wise leaders are enough to set a good example for subordinates". The same thing was also conveyed by Mr. Ardiansyah Rinaldy, S.E., who is also the Manpower Development Staff of the Batam City Education Office, who said that one of the factors that affect time discipline at work is the example of superiors/leaders.

From the explanation above, it is very clear that the example of leaders has a significant influence on the application of discipline to Civil Servants (PNS). Leaders who set a positive example can influence the organizational culture and motivate civil servants to comply with the expected regulations, work ethics, and standards of behaviour.

### **Reply**

According to the Great Dictionary of the Indonesian Language (KBBI), remuneration means: "A reply given to a person or body that has provided services or assistance."

According to Mrs. Kamalia, S.E., allowances are an important factor that affects the discipline of civil servants. Then Mr. Abdul Hamid, S.IP., as the Staff for Elementary School Development of the Batam City Education Office also argued that "one of the

factors that affect time discipline at work is more or enough allowances to meet the needs of life". The same thing was also conveyed by Mr. Ardiansyah Rinaldy, S.E. as one of the Staff for Manpower Development, that "reward is one of the factors that affect the discipline of civil servants". Therefore, it is necessary to pay good attention to designing and implementing a remuneration system.

### **Keadilan**

KBBI said that justice is the nature (deeds, treatment, and so on) that is fair. Meanwhile, in the context of law, justice means the fair and equal application of the law for all individuals.

Mrs. Kamalia, S.E. argued that most Government Agencies have not been able to apply this principle of justice. And this was experienced by him himself at the Batam City Education Office. According to him, "the way his boss distributes work to his subordinates is very unfair. This applies in many government agencies". Meanwhile, according to Mr. Ardiansyah Rinaldy, S.E and Mrs. Maria Ulfa, S.Pd.SD., the work distributed by superiors to subordinates at the Batam City Education Office has been carried out well and evenly and is by the main tasks and functions of each individual. Therefore, it is important to ensure that the process of implementing discipline is well-designed, transparent, and consistent.

### **Inherent supervision (was at)**

According to the Great Dictionary of the Indonesian Language (KBBI), inherent supervision is supervision carried out directly by an official over his subordinates related to each task that is the responsibility of his subordinates. Thus, inherent supervision is a form of supervision that is carried out continuously and in detail by direct superiors to subordinates in carrying out their duties.

Regarding this waskat, Mrs. Kamalia, S.E. said "Leaders must be patient and give a good understanding to their subordinates." Then Mr. Mhd. Ismail also mentioned "If there are subordinates who have difficulties in working, usually the boss shares or talks about it with subordinates". This is in line with the opinion of Mrs Maria Ulfa, S.Pd.SD. who said "Superiors usually share with subordinates if subordinates have difficulty in completing work so that problems can be solved/solved". Likewise, Mr. Ardiansyah Rinaldy, S.E. argued that "If any subordinates have difficulties in working, the superiors will nurture and usually we hold a meeting to find solutions together so that the problem can be solved properly". Meanwhile, Mr. Abdul Hamid, S.IP. Directly gave a concrete example in the application of this, namely, he said: "If there are subordinates who have difficulties in completing their work, the boss still guides us, for example: when making a letter, the boss must correct first."

Based on the statements of the speakers above, inherent supervision (waskat) can play an important role in the application of discipline to Civil Servants (PNS). Therefore, it is important to execute well-attached oversight, identify potential risks, and design internal controls accordingly.

### **Assertiveness**

According to KBBI, firmness means clarity or certainty or clear (certain) information. So, assertiveness is a quality or trait that shows clarity, courage, and certainty in actions, words, or decisions.

In connection with this decisiveness factor, Mrs. Kamalia, S.E. said "As far as I know, the leadership at the Batam City Education Office has never given sanctions or reprimands to undisciplined subordinates". According to Mr Mhd. Ismail, "The leadership will give a verbal reprimand by being called to the leadership room if there are civil servants who are not disciplined in obeying the provisions of working hours". Meanwhile, Mr. Abdul Hamid, S.IP. Argued that "the actions of the leadership against civil servants who are not disciplined in complying with the provisions of working hours are usually given a verbal reprimand and if the violation is more serious, it will be reprimanded in writing. Furthermore, Mr. Ardiansyah Rinaldy, S.E. said "Leaders usually give verbal reprimands, first and subsequent reprimands, and even coaching civil servants who are not disciplined". Almost the same as the opinion of the previous speaker, where Mrs. Maria Ulfa, S.Pd.SD. said "The action of the leadership against civil servants who are not disciplined in complying with the provisions of working hours is usually that the leadership will call, in this case the Secretary of the Batam City Education Office gives a warning, such as being given SP1, SP2 or SP3 sanctions so that the problem does not drag on."

From the various opinions above, it can be concluded that assertiveness reflects the ability to make firm decisions and implement them according to applicable rules and policies. It is important to remember that the nature of assertiveness must be balanced with wisdom and justice. Firm leadership does not necessarily mean harsh or authoritarian, but it reflects consistency in the implementation of rules and policies.

### **Human Relations**

According to the Great Dictionary of the Indonesian Language (KBBI), human relations are interactions between individuals and other individuals that involve the ability to recognize a person's nature, behaviour, and personality to achieve satisfaction or happiness. In this context, human relations emphasize aspects of empathy, understanding, and good interpersonal relationships to support well-being and harmony between individuals.

Mr. Tri Wahyu Rubianto, S.T., M.Si. said that social factors that affect civil servant discipline are family and work environment. He said "Family and work environment has a great influence on an employee in applying discipline. For example, a person who was previously good or disciplined will become undisciplined, if he enters into an undisciplined environment as well. There is a saying that says: if we are friends with a perfume seller, we will smell like the perfume that is sold, and vice versa, if we are friends with a salted fish seller, then we will smell of salted fish".

According to Mr. Ardiansyah Rinaldy, S.E., one of the factors that affect time discipline at work is a good relationship with colleagues in the office. In her interview, Mrs. Kamalia, S.E. mentioned "the relationship with my fellow employees and superiors that I feel is good, even though there are a few things that are not good. Especially with

my superiors, I appreciate them as parents, not just leaders". Furthermore, Mr. Abdul Hamid, S.IP. said that his relationship with fellow employees and superiors "remains solid and maintains good friendship". Meanwhile, Mrs. Maria Ulfa, S.Pd.SD. Opined that "My relationship with my fellow employees and superiors is good. But in work, there must be those who are pleased and those who are not. For now, everything is fine".

From the statements of some of the sources above, it is very clear that the application of discipline to Civil Servants (PNS) based on humanitarian relations can have a positive influence on the welfare and productivity of civil servants. Although the approach based on human relations has its advantages, it is important to remember that there are situations where firm and fair disciplinary action is still necessary.

### **The Application of Civil Servant Discipline at the Batam City Education Office from a Psychological Perspective**

This includes psychological factors that affect the discipline of civil servants by the grouping above, namely: willingness. The Head of the Batam City Education Office, namely Mr. Tri Wahyu Rubianto, S.T., M.Si. explained that the psychological factor that affects the discipline of civil servants is "Individual character that comes from within the individual himself. If the person concerned wants to discipline himself, then he will be disciplined". In this case, will is included in the psychological aspect that exists in humans.

In connection with the above, Mr Mhd. Ismail said that "the factor that affects time discipline in work is ourselves and because we have been paid by the government, we should be time disciplined". A similar thing was also mentioned by Mrs. Maria Ulfa, S.Pd.SD, that "the factor that affects the discipline of time in work is awareness, according to our oath, and because we have been paid. Therefore if we come on time, it will be a good example in our own Agency".

Based on the statements of various sources above, it is very clear that the implementation of civil servant discipline does not only depend on formal regulations and sanctions but is also greatly influenced by the awareness and willingness of individuals to contribute positively to their work environment.

### **Application of Civil Servant Discipline at the Batam City Education Office from a Juridical Perspective**

Juridical perspective can be interpreted as a viewpoint or approach to a problem or phenomenon from a legal perspective. It includes understanding, analyzing, and assessing an issue based on applicable legal provisions. The juridical perspective often involves the interpretation of relevant legal norms, legal principles, and legal procedures.

According to Sajipto Rahardjo, it is not only enough to regulate legal regulations, but also requires a strong and stable institution with great and independent authority. This institution must be free from pressure or interference from the executive and legislature. Human resources who fill the institution must also have good and tested morality so that they can maintain their integrity and are not easily influenced or fallen by certain interests.

Juridical/legal factors that affect civil servant discipline refer to the grouping above are punitive sanctions. According to Gustav Radbruch's opinion on the Theory of Legal

Certainty, law is something positive that can regulate the interests of every individual living in a society. Although the law may be considered unfair, the law must still be obeyed and respected by all members of society. Legal certainty refers to a situation in which legal rules and provisions have been clearly and definitively determined, thus providing certainty for every individual in society regarding their rights and obligations. Thus, despite the injustice in positive law, legal certainty remains the main foundation.

According to Gustav Radbruch, in the theory of legal certainty that he proposed, four basic things have a close relationship with the meaning of legal certainty itself:

- a) Law is a positive thing, which means that positive law is legislation. This indicates that legal certainty comes from the rules stipulated in the legislation.
- b) Laws are based on facts, which means that laws are made based on reality. This means that the law must reflect the reality that exists in society and the real needs that arise.
- c) The facts enshrined in the law must be formulated clearly, to avoid mistakes in their interpretation and application, as well as facilitate the implementation of the law. This emphasizes the importance of clarity in the writing and formulation of legal rules to ensure that the rules can be understood and applied appropriately by all parties involved.
- d) Positive law should not be easily changed. Therefore, the Theory of Legal Certainty is used as an analysis tool.

The importance of legal certainty is in line with the principle contained in "Article 28D Paragraph (1) of the 1945 Constitution of the second amendment, which states that everyone has the right to fair legal recognition, guarantee, protection, and certainty as well as equal treatment before the law." This principle emphasizes that legal certainty is a human right of every individual that must be guaranteed by the state.

The principle of "sweet potato juice incertum, ibi jus nullum" (where there is no legal certainty, there is no law) emphasizes that the existence of law depends on legal certainty. Without legal certainty, individuals do not have clear guidelines for acting by applicable laws, which can result in uncertainty, injustice, and chaos in society.

In line with this, Gustav Radbruch explained that legal certainty is one of the main goals of the law itself. This shows how important legal certainty is in maintaining justice, stability, and peace in a society.

In this study, there are several opinions conveyed by several speakers related to legal certainty. According to Mrs. Maria Ulfa, S.Pd.SD., "usually the leadership will call civil servants who are not disciplined in complying with the provisions of working hours, in this case the Secretary of the Batam City Education Office gives a warning, such as being given SP1, SP2 or SP3 sanctions so that the problem does not drag on". The same thing was expressed by Mr. Abdul Hamid, S.IP., he said that the Leadership's action against civil servants who are not disciplined in complying with the provisions of working hours is to be given a verbal reprimand and if the violation is more serious, it will be reprimanded in writing.

Furthermore, Mr Mhd. Ismail also mentioned that the leadership will give a verbal reprimand to civil servants who are not disciplined by being called to the leadership room.

The same thing was also stated by Mr. Ardiansyah Rinaldy, S.E., who said "Usually there is a verbal reprimand, the first and subsequent reprimands. And usually there is coaching for civil servants who are not disciplined". In contrast to the previous opinion of the source, Mrs. Kamalia, S.E. said "If it is by the rules, the leadership will give the 1st, 2nd, or 3rd letter of reprimand to civil servants who are not disciplined. However, as far as I know, the leadership at the Batam City Education Office has never given sanctions or reprimands to subordinates who are not disciplined".

Based on the results of interviews with the above speakers, it is very clear that the Batam City Education Office has not optimally implemented legal certainty in implementing Civil Servant Discipline. Therefore, firmness is needed from the leadership of the Batam City Education Office in cracking down on civil servants who are not disciplined at work.

### **Consequences, Obstacles and Solutions Related to the Implementation of Civil Servant Discipline at the Batam City Education Office**

#### **1. Consequences of the Implementation of Civil Servant Discipline at the Batam City Education Office**

Based on data from the General and Personnel Section of the Batam City Education Office, as of December 2023, the number of civil servants at the Batam City Education Office is 88 people. Civil servants at the Batam City Education Office carry out 5 working days in 1 week, where the number of effective working hours is at least 37.5 hours per week. The details of the working hours are as follows.

**Table 2**  
**Working Hours of the Batam City Education Office**

No.	Day	Business Hours	Break Time
1	Monday – Thursday	07.30 - 16.00 WIB	12.00 -13.00 WIB
2	Friday	07.30 – 04.30 WIB	11.30 -13.00 WIB

Source: General and Personnel Section of the Batam City Education Office, 2024.

### **Conclusion**

Based on the results of the research, the implementation of civil servant discipline at the Batam City Education Office is still not optimal. There are still several disciplinary violations committed by civil servants at the Batam City Education Office. Factors that affect the implementation of civil servant discipline in the Batam City Education Office include social factors where human relations can have a positive influence on the welfare and productivity of civil servants. In addition, psychological factors encourage an individual's awareness and willingness to contribute positively to their work environment. Another factor is the juridical factor where the Batam City Education Office has not optimally implemented legal certainty in implementing civil servant discipline due to the lack of firmness from the Batam City Education Office Leadership in cracking down on

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civil servants who are not disciplined in their work. This has the consequence of imposing sanctions in the form of light, medium and severe disciplinary punishments. The obstacle faced by the civil servants is due to a lack of interest in reading the regulations and considering the regulations to be very boring. Solutions related to this include socialization of laws and regulations, motivating employees to improve discipline, supervision and evaluation of civil servants. Thus, it is recommended to consider these socio-psycho-juridical factors, so that the application of civil servant discipline in the Batam City Education Office can be carried out effectively and efficiently, and can improve the performance and productivity of civil servants within the Batam City Education Office.

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