



THE ROLE OF LEADERS IN GIVING SANCTIONS FOR DISCIPLINE VIOLATIONS TO STATE CIVIL APPARATUS (ASN) AT THE ACEH ENERGY AND MINERAL RESOURCES SERVICE (ESDM)

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Abstract: There are still many ASN who do not understand the provisions of government regulations. The problem of indiscipline of civil servants is a topic of discussion for the public in general. In addition to performance that is often considered less than optimal, the ASN discipline factor also often receives sharp criticism from the public. Problem formulation: How is leadership development at the Aceh Energy and Mineral Resources (ESDM) Service? How is the application of sanctions for ASN disciplinary violations at the Aceh Energy and Mineral Resources (ESDM) Service? This study uses a qualitative approach and data collection techniques are carried out using observation, interview and documentation study techniques. The results of this study indicate that in the general section of the Aceh Energy and Mineral Resources (ESDM) Service, the implementation of state civil apparatus discipline is still not optimal due to several factors, namely that there are still violations committed by civil servants such as rarely attending roll calls, arriving late, being outside the office during office hours, and so on. This study aims to determine how the implementation of state civil apparatus discipline is in the general section of the Aceh Energy and Mineral Resources (ESDM) Service, and how successful the implementation of state civil apparatus discipline is in the general section of the Aceh Energy and Mineral Resources (ESDM) Service. This study uses a qualitative approach and the type of research is descriptive. Data collection techniques were carried out by interview, observation and documentation. The results of the study showed that the implementation of civil servant discipline in the general section of the Aceh Energy and Mineral Resources Service has not been fully successful, because there are still employees who commit violations, namely lack of awareness in implementing the rules, lack of supervision, and lack of strict sanctions given to violators at the Aceh Energy and Mineral Resources Service. Therefore, awareness is needed from each individual to obey and comply with the rules, strict sanctions are needed if an ASN is proven to have committed a violation with the aim of providing a deterrent effect and not repeating the same mistake in the future. In conclusion, employees who work not in accordance with their educational background will be

guided, fostered and directed. The leader will provide training to these employees so that they can work in accordance with the main tasks and functions given. The implementation of ASN discipline at the ESDM Service has been implemented with Government Regulations. In its implementation, there are still frequent violations of discipline in the general section, especially in terms of timekeeping, there are still many employees who do not arrive on time.

Keywords: Leadership, Sanctions, Discipline, State Civil Apparatus (ASN).

INTRODUCTION

Leadership is one of the determining factors for the success of an organization. The existence of a leader greatly influences the progress and development of an organization that he leads. A leader is someone who directs an activity in an organization and has great responsibility for his subordinates and other organizational resources to achieve a desired goal. In addition, a leader is also someone who must dare to make decisions on a problem faced by the organization. The leader of an organization in carrying out his duties and functions must understand the meaning and goals to be achieved in order to advance and improve the performance of the organization he leads. A leader is also required to always be able to carry out his duties or obligations well.

A leader is someone who has the ability to influence individuals and groups to work together to achieve predetermined goals. Future leadership and leadership are closely related to the quality of human resources owned by this nation. This nation still needs strong leaders in various sectors of community life, leaders who have national insight in facing such complex national problems. Leadership is one of the issues in management that is still quite interesting to discuss today. The mass media, both electronic and print, often displays opinions and discussions that discuss leadership. The role of leadership which is very strategic and important for achieving missions, visions and goals, is one of the motives that encourage humans to always investigate the ins and outs related to leadership.

A leader must be able to pay attention and supervise employees so that they can work with discipline without having to be authoritarian towards employees. An authoritarian leader will give a negative image and influence on employee performance and can even cause employee stress and frustration, so that the goals of the organization or company can be hampered. The quality of a leader is often considered the most important factor in the progress or decline of a region, usually perceived as the success or failure of the leader. The role of a leader is so important that the issue of leadership becomes a focus that attracts the attention of researchers. This has the consequence that every leader is obliged to pay serious attention to fostering, moving, directing all the potential of his subordinates so that the volume and workload that are directed at the goal can be realized. Leaders need to provide serious coaching to subordinates in order to create satisfaction and commitment so that in the end they can increase the high. Every community has the opportunity to develop their specific excellence. Leaders who have developed their specifications will be able to build a teamwork that can ultimately produce superior work, especially in providing services to the community. The desire to do high quality work, A leader is someone who continuously improves knowledge and skills in carrying out something so that the quality achieved will be improved in the future and beyond. Regional autonomy requires a maximum role of leaders in spurring and developing their regions in order to achieve community welfare.

To improve work spirit, foster good cooperation, direct and motivate subordinates, leaders need to understand human behavior factors. One way for leaders to influence their subordinates is by realizing and enforcing good work discipline. In realizing work discipline for employees, it is necessary to handle sanctions or punishments. However, that is not enough,

but leaders must also pay attention to the level of welfare of their employees such as those related to work relationships or facilities provided.

Cooperation is a job done by two or more people involving interaction between individuals, working together until a dynamic goal is achieved. In the definition of cooperation, it can be concluded that if employees want to achieve certain goals that cannot be done alone, cooperation is needed to create interaction between individuals. So that the goals of employees with the team will be completed easily and quickly. Cooperation will provide many benefits to employee work. With cooperation, employees will move towards better work efficiency and effectiveness. Employees will feel the difference between doing their own work and working with others. Sometimes stuck in finding ideas, then with cooperation ideas will emerge that can provide solutions in a job. Here are some benefits that can be obtained by working together.

Building a cooperative relationship can be quite difficult if you cannot understand the goals and people who will be invited or invited to cooperate. It is not uncommon for employees to fail in building cooperative relationships. Here are some ways to build cooperative relationships with other parties: determine the goals, how important it is and why it is necessary to cooperate. find interesting things from the employee profile so that the party that the institution will invite to cooperate is interested. make a positive impression that is what it is. Don't overdo it. This can damage the relationship in the future. Hopes in research related to cooperation that can be used as learning material in organizing.

Building cooperation may be easier than maintaining it. The implementation of tasks must be attempted so that each employee or each member of the organization wants and tries to achieve the planned goals. Implementation is one of the activities that can be found in the administration process, implementation as a process can be understood in the form of a series of activities, namely starting from policies to achieve goals, then the policy is lowered into a program. Implementation is a dynamic concept that involves continuous efforts to find what to do, regulate activities that regulate the opinion of a program. The implementation of the above tasks cannot be separated from motivating subordinates. The simplest and best way to motivate employees is to ensure that employees have goals that are possible to achieve and they agree with those goals. This approach is known as goal setting theory. The intention to achieve goals is the main source of motivation. The goal tells an employee what to do and how much effort must be expended. Then related to the application of sanctions for disciplinary violations of ASN at the Aceh ESDM service. The prohibition that is desired in this research is something that must not be done or is required not to be done or prohibits employees from carrying out actions or deeds, especially in terms of things that must not be done and if done, employees will receive appropriate sanctions.

Employees are expected not to give and agree to give anything to anyone either directly or indirectly to be appointed to a position and employees are prohibited from accepting gifts or any gifts from anyone related to their position or work. Prohibitions also for Civil Servants that must be avoided by ASN, especially abusing authority and becoming intermediaries to gain personal gain. Disciplinary punishment for ASN who commit disciplinary violations are subject to disciplinary punishment by an authorized official. In order to enforce ASN discipline, these provisions must be truly implemented seriously by superiors or authorized officials. Enforcement of discipline is thus the obligation of authorized superiors. Superiors who are authorized to enforce discipline must be firm regardless of who the person is. Light disciplinary punishment is a warning from a superior either verbally, in writing, and a written statement of dissatisfaction. A verbal warning is a warning delivered directly by the reprimander and in writing is by writing it into a text. The type of disciplinary punishment in the form of a verbal warning is stated by an authorized official to punish ASN who commits a disciplinary violation in a room. In stating the type of disciplinary punishment of verbal warning, the authorized official notifies the ASN who is subject to disciplinary punishment of the disciplinary violation

committed. Every type of disciplinary punishment of verbal warning imposed on an ASN must be notified in writing by the authorized official to the official who manages personnel. Empirical facts in the field show several things that must be evaluated, including the fact that many civil servants do not understand the provisions of the Government Regulation. Such a condition is certainly very ironic if the substance of the regulation is not understood by the employees. The many problems of indiscipline of a Civil Servant have become a topic of conversation for the public in general. In addition to performance which is often considered less than optimal, the ASN discipline factor also often receives sharp criticism from the public. Most Civil Servants ignore various forms of disciplinary rules.

Seeing the importance of the role and function of leaders in supervising to improve the work discipline of their employees, the author is interested in conducting scientific research on the Role of Leaders in Imposing Sanctions for Disciplinary Violations on State Civil Apparatus (ASN) at the Aceh Energy and Mineral Resources (ESDM) Service.

LITERATURE REVIEW

Leadership

One of the main contingency approaches to leadership is the Situational Leadership Model proposed by Hersey and Blanchard, in Stonner (2016:171) said that the most effective leadership style varies with employee readiness. Hersey and Blanchard define readiness as the desire to achieve, the willingness to accept responsibility and experience. The goals and knowledge of followers are important variables in determining an effective leadership style. Leadership is included in the category of applied science of social sciences, because its principles, definitions and theories are expected to be useful for efforts to improve human living standards (Kartono, 2013:2) there are many definitions of "leadership put forward by experts according to their respective points of view, these definitions show some similarities".

According to Hersey and Blanchard in Rivai (2014:16) states that the relationship between leaders and their members has four stages/phases that are needed for leaders to change their leadership style, namely: The first stage, at the initial readiness of the leader's attention to the task is very high, members are given clear instructions and are accustomed to the rules, structure and work procedures. The second stage is where members are able to handle their tasks, attention to their tasks is very important because subordinates cannot work without structure. The leader's trust in subordinates is increasing. The third stage where members have greater abilities and achievement motivation begins to appear and they actively seek greater responsibility, leaders must still support and provide attention, but no longer need to provide direction. The fourth stage is the stage where members begin to be confident, can direct themselves and experience, leaders can reduce the amount of attention and direction. According to Kartono (2013:48) stated that leadership is specific, unique, and requires a special situation. Because in a group that carries out certain activities and has special goals and equipment, the group leader with his characteristic characteristics is a function of the special situation. It is clear that the main characteristics of a leader and his leadership must be appropriate and acceptable to his group, and also relevant, and appropriate to the situation and times.

Then came the leadership theory according to Fiedler in Stonner (2016:173) that "measures leadership style on a scale that shows the level of a person describing favorably or unfavorably his most disliked co-workers". Furthermore, Fiedler in Wahjosumidjo (2014:97) identified three types of leadership situations or variables that help determine effective leadership style, namely:

1. The relationship between leaders and subordinates (leader-member relations). This means how is the level of quality of the relationship between superiors and subordinates. The attitude of subordinates towards the personality, character and skills of superiors.

2. Task structure. This means whether in the work situation the tasks have been arranged into clear patterns or otherwise.
3. The authority of the leader's position power. How authority is exercised over subordinates.

According to Rivai (2012:53), the dimensions and indicators for leadership development in facilitating joint task performance are: (1) Fostering cooperation (Task implementation and motivating subordinates); (2) Effective ability (Completing tasks on time and arriving on time).

Imposition of Sanctions

According to Purwanto (2014:39), Sanctions are "suffering given or caused intentionally by someone after a violation, crime and error occurs". Budaiwi (2012:30) Sanctions are "giving suffering given or caused intentionally by someone after a violation, crime and error committed by someone as a means of discipline". Theories about sanctions for violations according to Good and Grophy in Arikunto (2012:30) regarding punishment are as follows: The theory of laxity. This theory states that "by giving punishment to the subject who committed the wrong action will cause the stimulus-reaction relationship between the wrong action and the punishment to become loose".

Rivai (2012:831) explains that the Theory of Deterrence. This theory states that if the subject is punished, he will not repeat the act that caused the original punishment. Motivation system theory This theory states that if an individual is punished, there will be a change in the motivation system within the individual. Level of Sanctions The levels of sanctions for work violations in an organization are (1) Minor violation punishments (sanctions) Minor violation punishments (sanctions) can be in the form of: a) Verbal warnings, b) Written warnings and c) Written statements of dissatisfaction. The types of violations that are included in the type of minor violations are excessive leave, being late for school or going home early, and late submission of reports. (2) Moderate violation punishments (sanctions) Moderate violation punishments (sanctions) can be in the form of: a) Delay in salary increase b) Decreased salary, and c) Delay in promotion The types of violations that are included in the type of moderate violations are negligence in carrying out duties. (3) Punishment (sanction) for serious violations can be in the form of Punishment (sanction) for serious violations can be in the form of: a) Demotion, b) Release from office, c) Dismissal and dismissal. Serious violations that are subject to sanctions for serious violations can be in the form of violating the oath and promise of office, violating work agreements or joint work agreements, falsifying data, being involved in criminal acts, neglecting obligations in carrying out duties for 1 month or more continuously. d. Conditions for Imposing Sanctions Conditions for imposing sanctions are: 1) Determining the time. The time of application of sanctions is important. Punishment can be carried out after the emergence of behavior that needs to be punished immediately or some time later. The results of the study showed that the effectiveness of punishment increases if the punishment is imposed immediately after the undesirable action is carried out. 2) Intensity. Sanctions achieve greater effectiveness if the unpleasant stimulus is relatively stronger. 3) Scheduling. The impact of punishment depends on the schedule of the punishment. Punishment can be imposed after each undesirable behavior occurs. Consistency in the application of each type of punishment schedule is important. In order to run effectively, consistent application of punishment is required for every teacher who violates the rules. 4) Clarity of reason. Providing a clear reason for why the punishment is being imposed and providing further consequences if the undesirable behavior is repeated has been shown to be particularly effective in the teacher discipline process. 5) Impersonal. Punishment should be given for a specific response, not to the person or their general pattern of behavior. Punishment is an act where we consciously and intentionally impose on another person, Both physically and spiritually, other people have

weaknesses compared to ourselves, therefore we have a responsibility to guide and protect them.

Human Resources

In the theory of Human Resources (HR) as a responsibility for the planning process, organizing, directing and supervising activities, both in terms of discussing and approving. The understanding of HR as Hasibuan (2013:10) states that "Human resource management is the science and art of managing the relationship and role of the workforce so that it is effective and efficient in helping to realize goals". Thus, human resources must actually have qualifications in the form of knowledge, abilities and expertise so that they are able to compete with the Aceh Energy and Mineral Resources Service (ESDM), this is as Singodimedjo in

Sutrisno (2012:61) states that Human Resources (HR) is the process of preparing individuals to assume different or higher responsibilities within an organization related to increasing intellectual abilities to perform better work. Here it requires development to lead to learning opportunities designed to help develop workers.

As Sedarmayanti's view (2013:13) states that "Human resources are policies and practices that determine the "human" or human resource aspects in management positions, including recruiting, screening, training, rewarding and evaluating". Given that in various theories, the understanding of human resources as Walton from Harvard in Sedarmayanti (2013:15) states that "Expanding the concept by emphasizing the usefulness of commitment and mutuality, namely the new human resource management model is formulated by policies that promote mutuality of common goals, mutual influence, mutual appreciation, shared responsibility". As Sutrisno (2012:3) states that "Human Resources are the only resources that have feelings, desires, skills, knowledge, drive, power and will (ratio, taste, and will), all of these HR potentials influence the organization's efforts in achieving goals". When viewed specifically, openness is needed in all institutional lines so that there is competitive, quality competition among the available Human Resources (HR) so that there is togetherness among the community, this is as Sedarmayanti's view (2016:310) states that in order for human resources to show "more power", there needs to be an empowerment model such as giving roles, placement in positions, leadership motivation, connecting responsibilities and developing a conducive organizational culture to improve organizational performance. Human resources in management/organization are strategic, in the organization because of the influence (impact). Empowerment of human resources is very significant, strategic and comprehensive for every process of organizational and management activities so that it can realize the expected performance.

The definition of human resources as Notoatmodjo (2012:56) states that "Development of human resources of the apparatus is very important because it can improve the ability of the apparatus, both professional ability, insight ability, leadership and dedication ability so that in the end it will improve the performance of an apparatus". Likewise, Singodimedjo in Sutrisno (2012:61) states that Human Resources (HR) is the process of preparing individuals to bear different or higher responsibilities within the organization related to increasing intellectual ability to carry out better work. Here it requires development to lead to learning opportunities that are designed to help develop workers.

According to Hessel in Winarno (2012:58) explains that Human Resource Management is a policy and practice of determining the "human" or HR aspects in management positions, including recruiting, networking, training, rewarding and evaluating. In addition, HR management can also be interpreted as a process of obtaining, training, evaluating and compensating employees, paying attention to their work relationships, health and safety, and justice issues. Based on the theories of experts, the researcher concludes that human resource

management and the performance appraisal process can indicate the need for increased performance as a tool to improve the performance of the State Civil Apparatus.

RESEARCH METHODS

This research is a descriptive study with a qualitative approach, namely by basing it on data stated by informants verbally or in writing, and also real behavior, described and presented the results of the study as a whole and completely according to the facts in the field. Furchan in Budiman (2013:90) states that descriptive research is research designed to obtain information about the status of a symptom during the study. Faisal in Angraini (2016:36) states that this descriptive research does not question the relationship between existing variables, is not intended to draw generalizations that explain the antecedent variables that cause a symptom or social reality. Therefore, a descriptive study does not use a hypothesis, meaning it is not intended to build and develop a treasury of theories. According to Afrizal (2016:13) defines "qualitative research as a social science research method that collects and analyzes data in the form of words (verbal or written) and human actions and researchers do not try to calculate or quantify the qualitative data that has been obtained and thus does not analyze the numbers".

Furthermore, Afrizal (2016:17) stated that between qualitative research methods and quantitative research methods there are differences in the form of research results. Quantitative research methods produce the distribution of things in a population and the significance of the relationship. The distribution is indicated by numbers or percentages and the significance of the relationship is also stated in numbers. While qualitative research methods produce classifications or typologies. The quantitative distribution of things in the classification or typology is not required, the quality of the classification or typology is the main thing. According to Usman (2014:130) that "Qualitative research is described in words according to the opinions of informants according to their research questions". The goal is to make systematic, factual, and accurate assumptions based on empirical facts at the research location. While Achmadi (2014:63) explains that as "a problem-solving procedure that is investigated by describing/describing the state of the subject/object of research (a person, institution, society) at the present time based on facts that appear or as they are".

The focus of this research is intended to limit qualitative studies as well as limit research in order to choose which data is relevant and which is not relevant (Moleong, 2014:10)". The limitations in this qualitative research are more based on the level of importance/urgency of the problems faced in this research, namely (1) Leadership Development of the Head of the Aceh Energy and Mineral Resources (ESDM) Service; and (2) Implementation of sanctions for ASN disciplinary violations at the Aceh Energy and Mineral Resources (ESDM) Service.

Data collection techniques are used to collect data according to research procedures so that the required data is obtained. According to Sugiyono (2012:224), data collection techniques are "the most strategic step in research, because the main purpose of research is to collect data. Data collection techniques in this study use documentation, observation and interview techniques". In qualitative research, the data collection techniques used are those that allow researchers to obtain as many words and human actions as possible (Afrizal, 2016:20). Therefore, in this study the author will use the following data collection techniques: (1) Observation Technique, namely observation of an object being studied either directly or indirectly. In this case by observing the service process and implementation of existing SOPs. (2) Interview Technique, namely by conducting questions and answers or direct communication with the Aceh ESDM Service and the Community who receive services in order to obtain information related to the mechanisms/procedures and implementation of SOPs.

Esterberg in Sugiyono (2012:73) divides 3 (three) interview models, namely structured, semi-structured and unstructured interviews. In structured interviews, the author will use

instruments in the form of interview guidelines and other aids such as voice recorders, videos, handycams, and others. Semi-structured interviews are conducted in a more open manner with the aim of obtaining perfect data from the ideas and opinions of informants. While unstructured interviews are conducted freely and not structured as in the interview guideline instrument. (3) Documentation Techniques, namely studying documents available at the Aceh ESDM Service and reports submitted by related services, especially data related to service mechanisms/procedures and SOP implementation. (4) Focus Group Discussion (FGD). This FGD is essentially an in-depth interview with a number of people (maximum 10 people) who are selected, consisting of people who are socially equal. The use of the FGD technique is based on the consideration that certain data is better obtained from discussions between several people due to the weakness of individual knowledge. Meanwhile, according to Afrizal (2016:168), "In qualitative research, data collection techniques, suitability of informants, how to conduct interviews and observations and how to make field notes are factors that influence obtaining valid data."

RESULTS AND DISCUSSION

Leadership development for the Head of the Aceh Energy and Mineral Resources (ESDM) Service

a. Fostering cooperation

According to Clitrap in Roestiyah (2013:15) states "Cooperation is an activity in a group to work on or complete a task together", in this cooperation there is usually interaction between group members and have the same goal to be achieved together. Cooperation according to the big Indonesian dictionary (2008:704) is something that is handled by several parties. Cooperation is an attitude of wanting to do a job together without looking at the background of the person being invited to cooperate to achieve a goal. Landsberger (2013:11) cooperation or learning together is a group process where members support and rely on each other to achieve a consensus result".

According to Thomas and Johnson (2014:164) cooperation is "grouping that occurs among living things that we know. The classroom is a great place to build group skills. Cooperation can eliminate mental barriers due to limited experience and narrow perspectives". Saputra and Rudyanto (2015:41) explain that the achievement of cooperation according to certain requirements that are met by the members involved, these requirements are: 1) Common interests Cooperation will be formed if the same interests are to be achieved by all members. Common interests do not only concern material aspects, but also non-material aspects such as moral, spiritual, and spiritual aspects. 2) Justice Cooperation must be based on the principle of justice, meaning that everyone who cooperates receives a reward that is in accordance with their contribution in carrying out a cooperative activity. 3) Mutual understanding Cooperation must be based on the desire to understand and comprehend the interests of the people involved in the joint activity. This understanding will stimulate the emergence of cooperation based on mutual understanding. 4) Same goal Setting the same goal for everyone is not always easy, because almost everyone is bound in a group based on their own interests that they want to achieve by the success of the group. 5) Helping each other Cooperation is the basis for success in achieving goals. This will be easier if everyone in the group is willing to help each other in the group if needed. 6) Serving each other Cooperation to serve each other is an element that accelerates the occurrence of cooperation. If there are members who only want to be served and are not willing to serve the interests of others, then the result will be a defect in the distribution of activities. 7) Responsibility Cooperation is a manifestation of the responsibility of each person involved in the group. If there is a member who is not responsible, it will usually affect the achievement of group goals or activities. 8) Awards Someone will feel happy if they get an award for the activities they do. This award can be in the form of an award in the form

of respect, or in a tangible form, such as material or written awards. 9) Tolerance Group cooperation is a combination of the work of each person involved in a social group. The way each person works is different. Some are fast, some are slow. Some are serious and some are less serious. The element of tolerance is important in determining when an activity will be completed.

b. Effective ability

The ability to increase mentions the increase comes from the word level which means layer or layer of something that then forms a composition. Level can also mean rank, level and class. While improvement means progress, in general improvement is an effort to increase degree, level, and quality or quantity. Improvement is also interpreted as adding skills and abilities to become better. In addition, achievements in the process, size, nature, relationships and so on. Furthermore, Robbin (2013:22) stated that "ability is a person's ability or potential to master expertise in doing or working on various tasks in a job or an assessment of a person's actions. Several definitions of ability have been expressed by experts". According to Robbins (2012:23), "ability is an individual's capacity to carry out tasks in a particular job". Dejanaz (2016:10) defines teamwork as the ability of individuals to cooperate well in achieving the goals and objectives of the team and its members are able to participate in the team and gain satisfaction in the team, with the characteristics of having goals, understanding roles and tasks, trusting and supporting each other and being responsible in carrying out tasks to achieve common goals. Fancies and Young (2013:44) define a team as a group of people who are actively working to achieve common goals, where working together well and enjoying it and producing high quality results". Johnson and Johnson's (2014:10) defines a team as a set of interpersonal relationship structures to achieve goals, while Henderson (2012:33) defines a team as a group of people who work together where the success of each individual depends on the success of the entire group. Elements of this definition are supported by Johnson (2014:13) who sees a team as several individuals who must work together to fulfill a mission". "Teamwork is a collection of people who are able to work together in a team, each person has the same degree and is important in the organization. Each individual relates to other individuals through a designated leader (Hughes, 2013:88)". Meanwhile, according to Jhonson (2014:30) teamwork is an important way to increase organizational effectiveness. Teamwork is a set of skills that need to be developed during training (Levi, 2012:1). Another opinion was also put forward by Johlke (2012:2) who stated that "Teamwork is the act of two or more people working together towards a common goal, sharing time, talent, and knowledge and using methods that are suitable for all team members". Aspects of teamwork capabilities Hitt (2012:22) expressed the characteristics of teamwork as follows: 1) General agreement in high expectations for the team. 2) A commitment to a common purpose. 3) Responsibility assumed for the work to be done. 4) Honest and open communication. 5) Access to information. 6) A climate of trust. 7) A general feeling that one can influence what happens. 8) Support for decisions that have been made. 9) A win-win approach to conflict management. 10) A focus on process as well as outcomes.

Implementation of sanctions for ASN disciplinary violations at the Aceh Energy and Mineral Resources (ESDM) Service

Light punishment

Work violations are any words, writings, actions of an employee that violate disciplinary regulations that have been set by the leadership of the organization. Disciplinary punishment is to improve and educate employees who commit disciplinary violations, therefore every official is required to first examine the employee who committed the violation. Therefore, in Government Regulation Number 53 of 2010 in article 7, the levels and disciplinary

punishments are stated, namely: 1. The levels of disciplinary punishment consist of: a. Light disciplinary punishment b. Medium disciplinary punishment, and c. Heavy disciplinary punishment 2. The types of light disciplinary punishment as referred to in paragraph (1) letter a consist of: a. Verbal warning b. Written warning, and c. Written statement of dissatisfaction 3. The types of light disciplinary punishment as referred to in paragraph (1) letter b consist of: a. Postponement of periodic salary increases for 1 (one) year, b. Postponement of promotion for 1 (one) year, c. Postponement of a lower rank for 1 (one) year 4. The types of light disciplinary punishment as referred to in paragraph (1) letter c consist of: a. Postponement of rank one level lower for 3 (three) years b. Transfer in order to demote one level lower c. Release from office d. Honorable dismissal not at one's own request as a civil servant e. Dishonorable dismissal as a civil servant. Work violation sanctions are punishments imposed by the organization's leadership to employees who violate disciplinary regulations that have been set by the organization's leadership. According to Rivai (2012:450) there are several levels and types of work violations that generally apply in organizations, namely: 1. Minor violation sanctions, with types: verbal warnings, written warnings, and written statements of dissatisfaction. 2. Moderate violation sanctions, with types: delay in salary increase, salary decrease, delay in promotion. 2. Serious violation sanctions, with types: demotion, release from office, dismissal, dismissal. Furthermore, according to Heidjrachman and Husnan (2012:241) several disciplinary actions can be divided into two, namely positive and negative. Positive disciplinary action is to be given advice for the good in the future. Meanwhile, negative methods include: 1. Giving a verbal warning. 2. Giving a written warning. 3. Removing some of his rights. 4. Being fined. 5. Being temporarily laid off. 6. Being demoted. 7. Being fired. Thus, the implementation of sanctions for violations of work discipline can be in the form of minor, moderate and severe violation sanctions, or can be in the form of verbal warnings, written warnings or even being fired.

According to Dharma (2013:407) argues that sanctions for work violations due to indisciplinary actions can be carried out in the following ways: a. Informal Discussion In the rules, informal discussions can be carried out against employees who commit minor violations and the violation is committed for the first time. The violations committed by employees are only minor violations, such as being late for work or taking a longer lunch break than specified, or the employee concerned will also not have a record of previous violations of the rules, informal discussions will solve the problem. The discussion tries to find the cause of the violation, by considering the potential of the employee concerned and his/her personnel records. b. Verbal Warning Verbal warnings need to be viewed as dialogue or discussion, not as lectures. Employees need to be encouraged to express violations. Leaders need to try to obtain all relevant facts and ask them to submit their views. The facts have been obtained and assessed, then a decision needs to be made regarding the employee. c. Written Warning A written warning is given to employees who have repeatedly violated the rules. This action is usually preceded by a discussion with the employee who committed the violation. d. Temporary Homecoming Temporary homecoming is a disciplinary action taken against employees who have repeatedly committed violations. Previous discipline has not succeeded in changing their behavior. Temporary relocation can be done without going through the stages described above if the violation committed is a serious violation. This action can be taken as an alternative to dismissal if the company management considers that the employee's career can still be saved. e. Demotion Demotion means a decrease in rank or salary received by employees. This discipline results in feelings of disappointment, shame, discouragement, or perhaps anger in employees. f. Dismissal Dismissal is the last step after the previous steps have not gone well. According to Saydam (2012:286), obstacles to employee discipline will be seen in the following work atmosphere: a. High number of employee absenteeism. b. Employees often come to the office late or go home earlier than the specified time. c. Decreased work

enthusiasm and spirit. d. The development of dissatisfaction and shifting responsibility. e. Slow completion of work, because employees chat more often than work. Dimensions and indicators that influence work discipline basically there are many indicators that influence the level of employee discipline in an organization. Singodimedjo in Sutrisno (2016:94) work discipline is divided into four dimensions, among others: 1. Obeying time rules. Seen from the time of entry to work, time of going home and break time which are on time according to the applicable rules. 2. Comply with company regulations. Basic rules on how to dress and behave at work. 3. Comply with the rules of conduct at work. Demonstrated by doing work in accordance with the position, duties, and responsibilities and how to relate to other work units. 4. Comply with norms Rules about what norms apply and which must be obeyed and followed by employees. According to Hartini (2012:137) there are several basic complex things that underlie the occurrence of civil servant disciplinary violations, including: 1. The influence of a less conducive work environment. There is a significant influence between the work environment and the administration of government, in the sense that employees tend to allow violations to occur because they consider that this is an act that can still be tolerated. 2. There is a significant influence between the function of implementing the law and the actions of employees who violate the regulations, because there is a lack of supervision and it can be assumed that: 3. Lack of response from the authorities to sanctions, due to lack of supervision from the relevant parties and allowing violations to occur. In general, as a guideline for leaders, although not absolute, the level and type of work disciplinary sanctions put forward by Sastrohadiwiryono (2013:3) consist of severe disciplinary sanctions, moderate disciplinary sanctions, and light disciplinary sanctions. 1. Severe Disciplinary Sanctions Severe disciplinary sanctions, for example: a. Demotion to a position one level lower than the position or job previously given. b. Release from position or job to be used as an ordinary worker for those who hold the position. c. Termination of employment with honor at the request of the worker concerned. d. Termination of employment without honor as a worker in an organization or company. 2. Moderate Disciplinary Sanctions Moderate disciplinary sanctions, for example: a. Delay in the provision of compensation that has been previously designed as for other workers. b. Decreased wages or salary by one time the wages or salary that is usually given daily, weekly, or monthly. c. Delay in the promotion program for the worker concerned to a higher position. 3. Light Disciplinary Sanctions Light disciplinary sanctions, for example: a. Verbal warning to the worker concerned. b. Written warning. c. Written statement of dissatisfaction. Determination of the type of disciplinary sanctions to be imposed on employees who violate must be considered carefully, thoroughly, and thoroughly so that the disciplinary sanctions to be imposed are commensurate with the actions and behaviors committed. and responsibilities and how to relate to other work units. 4. Compliance with norms Rules about what norms apply and must be obeyed and followed by employees. According to Hartini (2012:137) there are several basic complex things that underlie the occurrence of civil servant disciplinary violations, including: 1. The influence of a less conducive work environment. There is a significant influence between the work environment and the administration of government, in the sense that employees tend to allow violations to occur because they consider that this is an act that can still be tolerated. 2. There is a significant influence between the function of law enforcement and the actions of employees who violate regulations, because there is insufficient supervision and it can be assumed that: 3. Lack of response from the apparatus to sanctions, because there is a lack of supervision from the related parties and allowing violations to occur. In general, as a guide for leaders, although not absolute, the level and type of work disciplinary sanctions put forward by Sastrohadiwiryono (2013:3) consist of severe disciplinary sanctions, moderate disciplinary sanctions, and light disciplinary sanctions. 1. Severe Disciplinary Sanctions Severe disciplinary sanctions, for example: a. Demotion to a position one level lower than the position or job previously given. b. Release from a position or job to be used as a

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must be considered carefully, thoroughly, and thoroughly so that the disciplinary sanction to be imposed is commensurate with the actions and behavior committed.

CONCLUSION

From the results of the research conducted by the researcher, several conclusions can be drawn as follows:

1. In placing employee positions for leadership development of the head of the ESDM Service, the leader has tried his best to place his employees according to the educational background of the employees, however, because there are several policies and constraints that cause some employees to work not in accordance with their educational background. Employees who work not in accordance with their educational background will be guided, trained and directed. The leader will provide training to these employees so that they can work in accordance with the main tasks and functions given.
2. The implementation of civil servant discipline in the ESDM Service has been implemented since Government Regulation Number 53 of 2010 was issued. In its implementation, there are still frequent violations of discipline in the general section, especially in terms of timekeeping, there are still many employees who do not arrive on time, and are outside the office during working hours not because of work. Then, not all employees obey the rules such as not attending roll call, not using nametags, and others. Then, the lack of awareness of civil servants to implement this discipline in their work environment. In addition, the sanctions given to civil servants who commit violations are not firm enough.

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