

IMPLEMENTATION OF WORKING HOURS REGULATION FOR CIVIL SERVANTS DURING THE MONTH OF RAMADAN AT THE SECRETARIAT OF THE REGIONAL HOUSE OF REPRESENTATIVES OF BANJAR CITY

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Abstract

Adjustment of working hours during the month of Ramadan in the West Java Provincial Government, including Banjar City, is a form of adaptive policy to support ASN in carrying out worship while fulfilling official duties. This policy is based on Circular Letter of the Governor of West Java Number 061.2/PK.01/BKD concerning Determination of Working Hours During the Month of Ramadan and followed up by the Banjar City Government through Circular Letter of the Mayor of Banjar City Number 800/116/BKPSDM/2023. This study aims to analyze the impact of the implementation of working hour adjustments on ASN discipline and performance at the Banjar City DPRD Secretariat. The method used is descriptive qualitative with data collection techniques through observation, interviews, and documentation. The results showed that this policy has a positive impact on ASN discipline, especially in the aspects of attendance and compliance with working time. However, the reduction in working hours raises challenges in maintaining productivity. ASN is required to adjust its work rhythm and time management so that output remains optimal. This Matter makes a new contribution to the study of ASN management because it highlights performance in the context of temporary and religious working time. This research is the basis for formulating contextual and responsive personnel policies.

Keywords: Adjustment of working hours, Ramadan, ASN discipline, ASN performance, DPRD Secretariat.

A. INTRODUCTION

In the governmental bureaucracy, the presence of Civil Servants (ASN) as public policy implementers is strategically vital for achieving effective and responsive governance (Yasin et al., 2024). Therefore, every policy concerning ASN work regulations must be carefully formulated, considering not only legal and formal aspects but also the social, cultural, and religious context of a pluralistic and religious country like Indonesia.

One type of policy adaptation for ASN that's implemented annually is the adjustment of working hours during the month of Ramadan. As a holy month for Muslims, Ramadan brings fundamental changes to daily routines, impacting physical, psychological, and work productivity (Dewi & Prasetyo, 2020). In this context, the government is obligated to ensure that ASN can perform their religious duties devoutly without neglecting their official

responsibilities. This policy is part of a needs-based human resource management strategy aimed at creating an adaptive and conducive work environment during the fasting month (Nawawi, 2018; Robbins & Judge, 2017).

The West Java Provincial Government regulates this policy through the Governor's Circular Letter No. 061.2/PK.01/BKD, which is then implemented by the Banjar City Government through the Mayor's Circular Letter No. 800/116/BKPSDM/2023. This policy emphasizes a reduction in working hours without reducing the core duties and functions of the ASN. Normatively, this adjustment is intended to maintain the efficiency of the bureaucracy amid temporary changes in working conditions (Hutapea & Thoha, 2016).

However, the implementation and impact on ASN performance vary across different agencies. Most studies show that this policy can increase ASN discipline and work motivation by valuing religious practices (Suryani & Syahril, 2021). On the other hand, some findings suggest that reduced working hours can decrease productivity, especially in units with high workloads and tight deadlines (Farida & Zulkarnain, 2021). Therefore, the effectiveness of this policy is highly dependent on the ASN's ability to manage their time efficiently and the support of a structured performance management system.

Within the framework of organizational behavior theory, individual performance is heavily influenced by internal factors like motivation, commitment, and religiosity, as well as external factors like the work environment and managerial systems (Robbins & Judge, 2017; Wibowo, 2016). Therefore, this study will analyze the impact of this policy on ASN discipline and performance, using the policy implementation theories of Edward III and Grindle. The analysis will cover four key success factors from Edward III (communication, resources, disposition, and bureaucratic structure) and the factors emphasized by Grindle (policy content, implementation context, and its impact on employees and the public). The research results are expected to contribute to the development of more contextual and responsive employee policies, especially in the context of Ramadan. This study will also examine how the change in working hours, including the significant changes in 2025 compared to previous years, affects the work-life balance of the ASN and the role of the online attendance system in improving discipline.

B. LITERATURE REVIEW

Policy Implementation

Policy implementation is the process of putting a plan into action and involves acknowledging that discrepancies may arise between what was intended and what is achieved (Sumaryadi, 2005; Malik, 2019). These differences depend on the capacity of the government bureaucracy to implement the policy. Implementation is a series of actions taken by individuals, officials, or government and private groups aimed at achieving the goals outlined in a policy decision (Wahab, 2021; Yuliah, 2020).

According to Edward III (Herabudin, 2016), the implementation phase exists between policy formulation and its ultimate outcomes or impacts. Key factors influencing the success or failure of implementation include communication and resources (Chasanah et al., 2021; Hidayat, 2021).

Civil Servant (ASN) Work Discipline

Work discipline is essential for building the integrity and professionalism of Civil Servants (ASN) (Widyatmoko et al., 2025). It can be defined as an individual's behavior in complying with the rules and values of an organization (Saragih & Hidayat, 2022). In a government setting, ASN discipline goes beyond mere attendance and adherence to work hours; it also includes integrity in carrying out duties and responsibilities (Setiawan & Damayanti, 2020).

A study by Rahayu and Prasetya (2021) showed that the level of ASN discipline is significantly influenced by the organizational climate, leadership style, and reward system. In the context of adjusting working hours during Ramadan, discipline is crucial for maintaining the quality of public services and preventing a decline

ASN Performance and Influencing Factors

ASN (Civil Servant) performance is measured by the achievement of work results based on indicators aligned with their primary duties and functions (Yuliana, 2020). Several factors influence ASN performance, including competence, motivation, work environment, and organizational regulations (Putri & Santoso, 2021).

According to Amalia and Nugroho (2022), changes in work hours during special circumstances like the month of Ramadan pose a unique challenge to maintaining ASN output. Therefore, it is important for government agencies to have an adaptive performance measurement system that is relevant to temporary conditions.

Policy on Adjusted ASN Working Hours

The adjustment of working hours during Ramadan is an administrative policy that provides spiritual space for fasting ASN without neglecting performance demands. This policy is regulated through the Circular Letter of the Ministry of Administrative and Bureaucratic Reform (PAN-RB) No. 6 of 2023, and is further specified in the West Java Governor's Circular Letter No. 061.2/PK.01/BKD and the Banjar City Mayor's Circular Letter No. 800/116/BKPSDM/2023.

A study by Firmansyah and Fauziah (2023) shows that implementing adjusted working hours during Ramadan has a positive correlation with the work-life-spiritual balance of ASN. However, its effectiveness is highly dependent on proper supervision and the optimal use of working time.

Productivity and Work-Life Balance in the Context of Ramadan

Work-life balance is an important concept that focuses on the equilibrium between personal and professional life. During Ramadan, civil servants (ASN) are expected to remain productive even while fasting. A study by Fitri and Fernandes (2021) explains that adjusted working hours can help ASN maintain productivity, provided there is good time management and efficient performance oversight.

Furthermore, digital literacy and the use of information technology allow ASN to work more flexibly, particularly through the digital or hybrid work systems increasingly adopted in government offices (Azwar & Amaliah, 2017).

The legal basis for the policy on adjusting working hours during Ramadan can be referenced in:

- a. Law No. 5 of 2014 on State Civil Apparatus
- b. Government Regulation No. 11 of 2017 on Civil Servant Management
- c. Circular Letter of the Ministry of Administrative and Bureaucratic Reform (PAN-RB) No. 6 of 2023 on Civil Servant (ASN) Working Hours During Ramadan

These regulations serve as the legal foundation for the implementation of adjusted working hours policies in government agencies

C. RESEARCH METHODOLOGY

In this study, the researcher used qualitative data from both internal and external sources. This approach was chosen to gain an in-depth understanding of the policy implementation for adjusted ASN working hours during Ramadan. The data collection techniques were designed to ensure that the information gathered was relevant to the research (Vardiansyah, 2008).

For this study, the researcher relied on two main data sources: primary data and secondary data:

1. Primary Data Sources

Primary data is information obtained directly from the source without an intermediary. In this study, primary data was collected through interviews with informants who were directly involved in the policy on adjusted working hours for civil servants (ASN) at the Banjar City DPRD Secretariat.

Informant selection was done using snowball sampling, where key witnesses delegate individuals who are knowledgeable about the research topic to supplement the data. These individuals then recommend others if the information provided is still insufficient. This cycle continues until the data is considered adequate and consistent, ensuring its validity (Sugiyono, 2012).

a. Informants The informants for this study were chosen using purposive sampling, a technique based on the relevance of their role in policy implementation. The selected informants were:

1. The Head of the General Subdivision
2. The Staffing Officer

b. Key Informant The key informant was the Head of the General Subdivision, who has a deep understanding of policy implementation and the mechanism for supervising employee attendance. As part of the bureaucratic structure, this individual has a firsthand perspective on how the policy is enforced and its impact on ASN work effectiveness.

2. Secondary Data Sources

Secondary data was obtained indirectly through various intermediary sources. This includes academic literature, policy documents, and previous research relevant to the implementation of ASN working hours during Ramadan. The study also references West Java Governor's Circular Letter No. 23/OT.03/ORG, which specifies that ASN working hours in the West Java Provincial government, including cities and regencies, are from 6:30 AM to 2:00 PM WIB during Ramadan.

The collected data was analyzed using a qualitative descriptive approach. Information from interviews and observations was compared with the policy implementation theories of

Edward III and Grindle. Edward III's theory was used to evaluate communication, resources, employee disposition, and bureaucratic structure. Meanwhile, Grindle's theory helped to understand the policy's content, implementation context, and its impact on ASN and public service effectiveness during Ramadan.

This approach aimed to provide a comprehensive overview of how the adjusted working hours policy was implemented at the Banjar City DPRD Secretariat and its implications for both employees and bureaucratic mechanisms.

D. RESULT AND DISCUSSIONS

The implementation of the policy on adjusted working hours for civil servants (ASN) during Ramadan at the Banjar City Regional House of Representatives (DPRD) Secretariat can be analyzed using the policy implementation theories of Edward III and Grindle. Edward III's model suggests that successful policy implementation is influenced by four main factors: communication, resources, disposition, and bureaucratic structure (Sujianto, 2008). Meanwhile, Grindle (1980) emphasizes that success also depends on the policy content, implementation context, and its impact on employees and the public.

The formal basis for this policy is West Java Governor's Circular Letter No. 23/OT.03/ORG, which sets working hours for ASN in the West Java Provincial government including cities and regencies from 6:30 AM to 2:00 PM WIB. This change differs from previous years, as the total work duration remains the same, with only the start and end times adjusted. This requires good coordination between leadership and employees for effective implementation. According to interviews with staff member Mr. Rudiana, the policy change did not significantly affect overall ASN work. However, the change in working hours this year, compared to the previous one, required a clear communication mechanism to ensure employees understood the new rules. Communication was delivered formally via a circular letter and through internal socialization by division heads, which proved effective. No substantial misunderstandings were found.

Resources The change in working hours posed no major obstacles to task execution. Based on the March 2025 work recap, attendance during Ramadan was high, with 597 active days out of a total of 648 cumulative workdays, a 92.1% attendance rate. Absences were due to valid reasons like annual leave (43 days), sick leave (2 days), and special leave (6 days), not confusion or rejection of the policy. The online attendance system, as mentioned by Head of General Affairs Mrs. Aspihani, plays a key role by connecting attendance to employee allowances, making discipline more crucial. **Disposition (Attitude)** Employee attitude toward the policy was generally positive. Mr. Rudiana noted that the earlier start time was particularly beneficial for female employees and homemakers, giving them more time in the afternoon to prepare for breaking their fast. This balance between work and personal life contributed to high acceptance of the policy.

Bureaucratic Structure The bureaucratic structure did not undergo major changes. The online attendance system was the main tool for ensuring compliance. Disciplinary action, such as a 30% reduction in the attendance-based allowance for exceeding two absences per month without a valid request, was a key aspect of this. The transparent and well-documented

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leave process ensures fairness. Grindle's Perspective (Content and Context) From Grindle's perspective, the policy's content and implementation context are also important. The policy's clarity and specific timeframe (the full month of Ramadan) allowed for effective personal and institutional planning. It only shifted the work schedule without altering the overall workload. The implementation context includes the agency's readiness to adapt, its technological capacity to support the online attendance system, and stable relationships between employees and their superiors.

In conclusion, the implementation of the adjusted working hours for ASN during Ramadan 2025 at the Banjar City DPRD Secretariat aligns with the Governor's regulations. The policy benefits employees, especially homemakers, while simultaneously enhancing discipline through the online attendance system. This implementation successfully balances work efficiency, regulatory compliance, and employee needs during the holy month.

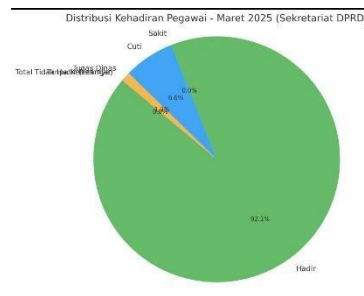


Figure 1. Attendance Distribution of Civil Servants at the Banjar City DPRD Secretariat, March 2025

Based on attendance data, most division heads and functional officials recorded full or near-full attendance, indicating that coordination and oversight functions were consistently carried out. For example, structural officials such as the Head of the General and Finance Division, the Head of the Session Division, and the Head of the Budget Facilitation Division all recorded 100% attendance in March 2025. This is a strong indicator that the leadership acts as a role model in implementing the policy.

The policy's impact on employees has been significant in two main areas: time efficiency and disciplinary pressure. On one hand, the policy gives employees greater flexibility in managing their time more effectively, particularly as they prepare for breaking their fast. On the other hand, it increases the intensity of supervision through online attendance, which has a direct financial implication for employees' welfare. For ASN who have an unauthorized absence, a deduction from their allowance is a direct consequence of their indiscipline. In this sense, the policy's implementation is not merely normative but also includes economic consequences that serve as a tool for compliance.

The balance between a policy's benefits and burdens is a key indicator of success within Grindle's framework. From this perspective, the implementation of the adjusted working hours for Ramadan 1446 H at the Banjar City DPRD Secretariat is considered relatively successful. This is not only because structural compliance was achieved but also because

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there was social acceptance from the implementers in the field. Factors such as the work culture, spiritual values during Ramadan, and good relationships among employees all contributed to strengthening the acceptance of the policy.

Rekapitulasi Kehadiran ASN Sekretariat DPRD Kota Banjar - Maret 2025

Nama	Hadir Kerja	Hadir	Tidak Hadir
DIY SUKSES	18	8	10
ERNI SUKARTINI	18	18	0
IRVA MULIAH	18	18	0
MARLIANAH	18	18	0
ASPIAN	18	10	8
IRI HUSNI	18	18	0
MILASARI DEWI	18	18	0
YANAH	18	17	1
KANIA DEWI	18	16	2
ANITA WIKHA PIRMAZI	18	18	0
PRISKA EGGAS KINANTHI	18	18	0
IRMAWATI	18	6	12
BENNY GANI DEHMANA	18	12	6
FANNI DAMASATI	18	17	1
MILIA KAMILLA	18	18	0
ENRI SUSANA	18	18	0
YUSUF HANI	18	18	0
ACENG HERAWAN	18	15	3
MARUDYAN	18	18	0
DWI KURNIAWATI	18	18	0
RUCHANA	18	10	8
SUCIKAWATI	18	18	0
RIZKI HUSNI TAMBIK	18	9	9
KANAL USUKAI	18	18	0
SHANA SURYANA	18	18	0
IRI HUSNI RAN	18	17	1
ACUS SUSANA	18	18	0
GUNAWAN AGGRI	18	10	8
HAFID USMANA	18	18	0
GIAN KUSUMITA	18	10	8
HILDA RAHMATI ALI	18	18	0
ACE RATHASARI	18	18	0
IRMAWATI	18	18	0
SHALI ENHARTASARI	18	18	0
KENYA HAZZAD	18	17	1
SITI SUNAWATI	18	17	1

Figure 2. Recap of Civil Servant Attendance at the Banjar City DPRD Secretariat, March 2025.

Data sekunder juga menunjukkan bahwa hanya sedikit pegawai yang memiliki tingkat There's no systematic absence problem. For example, two employees were only present for 6 out of 18 working days, but most employees recorded attendance between 16 and 18 days. This indicates that absences are likely due to personal or health reasons, not a rejection of the policy. In other words, resistance to the policy is minimal, which is another indicator of successful implementation in a qualitative approach.

In practice, the implementation of adjusted working hours during Ramadan is not just a managerial tool; it also reflects the government's sensitivity to the social and spiritual needs of its employees. The flexibility in working hours, balanced with maintaining discipline through technology, shows an adaptive and accommodating policy approach. The institution successfully integrated administrative mandates with the social reality of its civil servants in the field.

E. CONCLUSION

The implementation of the adjusted working hours for civil servants (ASN) during Ramadan 1446 H at the Banjar City Regional House of Representatives (DPRD) Secretariat

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has been highly successful. This success is supported by various factors consistent with the theories of Edward III and Grindle.

From an Edward III perspective, the implementation was effective across all four factors. Resources: The policy posed no significant obstacles. Instead, the online attendance system strengthened oversight and discipline, with a 30% allowance deduction for non-compliance. Disposition: Employee attitudes were generally positive, particularly among female employees (homemakers), who found the earlier hours beneficial for balancing work and family duties. Bureaucratic Structure: The existing structure and an efficient online attendance system facilitated smooth implementation without requiring major organizational changes.

Further supporting these findings, attendance data for March 2025 shows that 92.1% of all workdays were actively attended, with absences primarily due to authorized leave rather than policy resistance. The full attendance of structural officials, such as division heads, demonstrated strong leadership and commitment.

From a Grindle perspective, the policy's success stemmed from the conducive context and content. The implementation was not hindered by political pressure or collective resistance. The policy content was clear and easy to follow, and its impact on employees was positive, providing a better work-life balance during the spiritual month. The use of an online attendance system also added an extra layer of accountability.

This case study proves that a centrally mandated policy can be effectively and efficiently implemented at the local level. Key to this success was the harmony between the policy's content, the readiness of the staff, and the support of technology. The adjusted working hours, while maintaining the full workday duration, successfully transformed a potential burden into a productive adaptation, particularly in the morning hours. This policy not only meets administrative goals but also reflects a government that is sensitive to the social and personal needs of its employees, thereby strengthening accountability and bureaucratic efficiency. The positive reception and high compliance underscore that when a policy is clear, provides benefits, and is supported by strong leadership and technology, it can achieve optimal results and serve as a model for future governance.

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