

Research article

Berakhlak as a New Foundation of Basic Values for the State Civil Apparatus

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Abstract.

This article aimed to explore the new foundation of basic values for the state civil apparatus (ASN). For a long time, every government, both at the central and regional levels, had its own values and slogans in accordance with the spirit and uniqueness of the organization. The core values of ASN, 'Berakhlak', was recently launched, which focuses on the principles of being service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative. Employer branding of ASN as 'Proud to Serve the Nation' was also implemented. It was hoped that doing so would lead to all ASN, both at the central and regional levels, to have the same base values. This research involved a qualitative literature review. The results provided a new perspective on encouraging the creation of a dynamic bureaucracy with clear, effective, efficient and fast governance in making decisions through the implementation of the core values of 'Berakhlak' and the employer branding of 'Proud to Serve the Nation'. This can be used to spur momentum to accelerate the transformation of the apparatus throughout Indonesia. Thus, the performance of the bureaucracy will be more dexterous and innovative in providing services to the community.

Keywords: core values, employer branding, state civil apparatus

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1. Introduction

Human resource development is a top priority in the work agenda of President Jokowi. Developing skilled, energetic, and diligent human resources and mastering science and technology is an absolute requirement at this time. The old way of thinking that tends to be slow and convoluted is no longer relevant; we have to create a new way. One of them is uniting the core values of Indonesian ASN in order to support the work culture.

The strength of work culture will be seen in how employees perceive work culture, thus influencing behavior like high motivation, dedication, creativity, ability, and commitment. The stronger the work culture, the higher the productivity of employees (Aranki, Suifan, & Sweis, 2019). Therefore, people will be satisfied with the services provided by ASN.

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The ASN basic values in article 4 of Law number 5 of 2014 are currently translated in different ways by every government agency so that each of them has different core values. This causes ASN adaptation problems when there is mobility between government agencies. This difference in core values also causes the role of ASN as an adhesive and unifier of the nation is not functioning properly.

At the Launching of Core Values and Employer Branding of State Civil Apparatus (ASN), which was held virtually on July 27, 2021, President Joko Widodo officially launched "Ber-AKHLAK" Core Values and ASN Employer Branding, "Proud to Serve the Nation". The launch of Core Values aims to uniting the values for all ASN in Indonesia so that it can become the foundation of a professional ASN work culture

ASN values "BerAKHLAK" is a new motto and foundation for ASN in Indonesia which is an acronym for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The existence of these core values of ASN as the essence of the basic values in accordance with Law number 5 of 2014 concerning the State Civil Apparatus in a common perception that is easier to reach and apply to all ASN. This becomes urgency of writing this article. The results of the study are expected to provide a new understanding of these newly introduced core values.

2. Method

The writing of this article used qualitative research methods. The definition of qualitative research can be found in many works literatures. Among others, Ali and Yusof (2011) define qualitative research as:

Any investigation which does not make use of statistical procedures is called "qualitative" nowadays, as if this were a quality label in itself.

The definition stated by Creswell (2016) emphasizes the absence of the use of statistical tools in qualitative research. This is, certainly, to make it easier to distinguish the use of qualitative methods from the use of quantitative methods. Since quantitative methods are based on the use of calculations and statistical analysis procedures.

Meanwhile, the qualitative method is more about observing the phenomenon and examining the substance of the meaning of the phenomenon. Analysis and precision of qualitative research greatly affect the strength of words and sentences used. Therefore, Sugiyono (2017) concludes that the focus of Qualitative research is on the process and the meaning of the results. The attention of qualitative research is more focused on human elements, objects, and institutions, as well as the relationship or interaction

between these elements, in an effort to understand an event, behavior, or phenomenon (Mohamed, Abdul Majid & Ahmad, 2010).

3. Result

3.1. Core Value

Core Value are the basis upon which the members of a company make decisions, plan strategies, and interact with each other and their stakeholders. Core values reflect what is important to the organization and its members. In another interpretation, it is also stated that the core value is a principle that guides an organization's internal conduct as well as its relationship with the external world. Core values are usually summarized in the mission statement or in a statement of core value.

The core values held by individuals or organizations must have an orientation that becomes a direction and makes the values held have meaning. The cultural value system that is universally adopted according to Clyde is concerned with the answers to five questions; 1) *What is temporal focus of life?*, 2) *What is modality of human activity?*, 3) *What is modality of a person's relationship to other in the group?*, 4) *What is the relationship of people to nature?*, dan 5) *What is character of innate human nature?* (Bleidorn et al., 2015). These five basic questions can be concluded as life orientation, activity orientation, relationship orientation, personal relationship with nature and humans with nature. The answer to these five things will be able to reveal the cultural system because it requires answers to the philosophical orientation of the ontology, epistemology and axiology of society.

Cultural values are conceptions that exist in a person and influence behavior related to nature, human position and relationships on various matters relating to the environment. Humans (microcosm) are "caliphs" in charge of taking care of nature (macrocosm), hence humans and natural surroundings are always closely related and influence each other. Humans are thinking animals and social animals that need to live in groups to develop and be cultured. In this group/social life, the culture of the community will emerge (Denison, Nieminen, & Kotrba, 2014).

Culture is the complex totality of human life which includes knowledge, belief, art, law, morals, customs and abilities and habits acquired as members of a group or organization, so in essence, culture is the whole result of human life in groups containing actions against and by fellow human beings as members of the group (Schein, 2010). A culture, which is the result of human interaction, can develop if there is education in

it and between the two there is a very close relationship, both relate to the same thing, which is values (Bozeman, 2007). Education will make people cultured; education and culture are always together and advance. The more people receive education, the more cultured that person is and the higher the culture, the higher the education or way of educating him. (Briando & Embi, 2020)

This then becomes the urgency of core values among the state civil apparatus. Unity of basic values and work orientation is needed as a common model. Since, so far, it is found that the basic values have been varied in various government agencies. These varied conditions create the possibility of different steps, policies, and pressures in the concept and practice of the public services provided. Therefore, the launch of core values and employer branding is interesting to be explored, at least for several reasons (Idris, Ramli, Agustang, & Kesuma, 2015).

First, the launch marks the importance of a unified step in giving public services. If so far there have been many differences in the concepts and working procedures of public services at central and local government agencies, then this launch could be a very important starting point in making quality public services a common target. In this viewpoint, the main goal of the spirit of basic values and branding is how to provide and realize a prime service for the community with the support of a capable capacity ASN (Denhardt & Denhardt, 2000).

Second, the launch of core values and employer branding is a shared opportunity to work professionally and substantively. With the challenge of versatility that manifests in various disruptions in all aspects of life in society and the state, the only bold choice lies in efforts to realize professionalism optimally. Professionalism is a degree that can be achieved only by getting a ticket of capacity building efforts in a structured and measurable manner. However, it is necessary to realize that the spirit and gimmick mode that is echoed need to be overseen and realized in concrete steps in order to realize optimal public services. At this point, the substantive work is clearly more needed than a self-sufficient understanding of the sloganistic spirit (Breakey & Sampford, 2017).

3.2. Core Value of State Civil Apparatus

In their role as public servants, ASN is equipped with the authorities and resources provided by the state. Nevertheless, these authorities and resources must be used in an accountable manner with high loyalty to the government, nation and state also maintain a harmonious community life. Currently, ASN is faced with disruption challenges in various fields. Increasing capacity and competence is a necessity in facing the era

acronym BerAKHLAK to make it easier to remember. BerAKHLAK stands for Service Oriented (**BerorientasiPelayanan**), Accountable (**Akuntabel**), Competent (**Kompeten**), Harmonious (**Harmonis**), Loyal (**Loyal**), Adaptive (**Adaptif**), Collaborative (**Kolaboratif**).

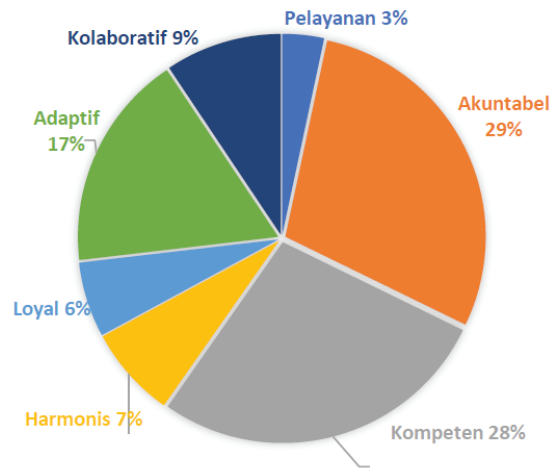


Figure 2: Percentage of Core Values in Government Agencies that are reduced to BerAKHLAK. (Source: Deputy HR, 2021).

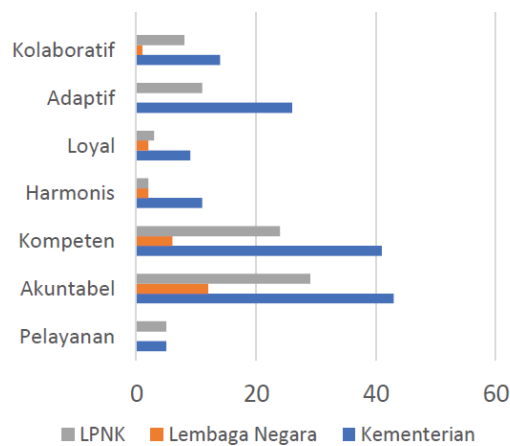


Figure 3: Number of Core Values in Government Agencies that have been reduced to BerAKHLAK. (Source: Deputy HR, 2021).

Seeing the needs in the previous explanation, the Ministry of State Apparatus Utilization and Bureaucratic Reform considers it necessary to establish BerAKHLAK as the core values of ASN. BerAKHLAK Core Values is the foundation of change based on Pancasila in order to achieve the vision and mission of *Indonesia Maju* (Advanced Indonesia) as shown in Figure 4 below.

The important reasons for uniting the ASN core values as quoted on the *Kemenpan RB* website are: (1) Summarizing the basic values of ASN in accordance with Law Number 5 of 2014 in a common perception that is easier for all ASN to understand and apply; (2) Combining all the values that have been compiled by Government Institutions (IP)

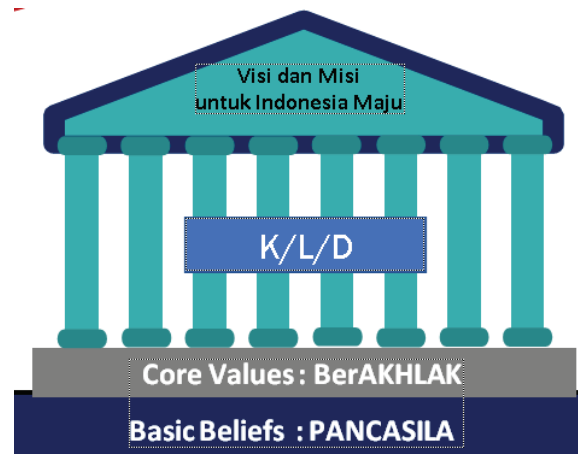


Figure 4: ASN Transformation Foundation. (Source: Deputy HR, 2021).

in one standard formula that can be applied in general (there are many similarities in IP values that can be summed up into one core value); (3) Core values will provide a strengthening of work culture that encourages the formation of a professional ASN character; (4) Facilitate the adaptation process for ASN when they move to another IP (talent mobility); (5) Becoming an element to strengthen the role of ASN as the adhesive and unifier of the nation and (6) A strong work culture will encourage the performance of the organization in the long term.

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The Core Code of Conduct is as follows:

1. Service-Oriented
2. Understanding needs and prioritizing community satisfaction;
3. Serving with attitude, respect, courtesy, speed, sincerity and dexterity;
4. Making continuous improvement in providing services

5. Accountable
6. Carrying out duties honestly, responsibly, carefully, disciplined and with high integrity
7. Using state assets and property responsibly, effectively and efficiently
8. Not misusing the authority of the position
9. Competent
10. Improving self-competence to respond to ever-changing challenges
11. Sharing science and knowledge with others
12. Carrying out duties in accordance with the provisions of the legislation
13. Harmonious
14. Respecting everyone regardless of background
15. Likes to help others
16. Building a conducive work environment
17. Loyal
18. Maintaining the prestige of fellow ASN, Leaders, Agencies, and the State
19. Willing to sacrifice to achieve a greater goal
20. Keeping the secrets of office and state
21. Adaptive
22. Quickly adapt to be better
23. Continuously making improvements following developments
24. Act proactively
25. Collaborative
26. Providing opportunities for various parties to contribute
27. Open in working together to generate added value
28. Mobilizing the use of various resources for common goals

3.3. Classical Constraint

The branding is not simple, considering that there are still quo and stereotypical characters that are inherent in every Ministry/Agency. In general, the classic obstacle that stems from the old attitude is the target and performance of ASN which has not reached the basic values or main issues in each institution. No matter how well known pressure and insistence for change and innovation as part of the necessity of disruption, this mentality is still a chore that still needs to be addressed nowadays (Yuniarti, Kadiyono, & Sulistiobudi, 2021).

An easy example of the conditions is during a pandemic. There are many online activities, but, unfortunately, the virtual work is not matched by clear targets and performance measures. As a result, the value side of accountability becomes difficult to measure. Online activities may save state budget funds, but do not necessarily effectively solve problems related to ASN currently.

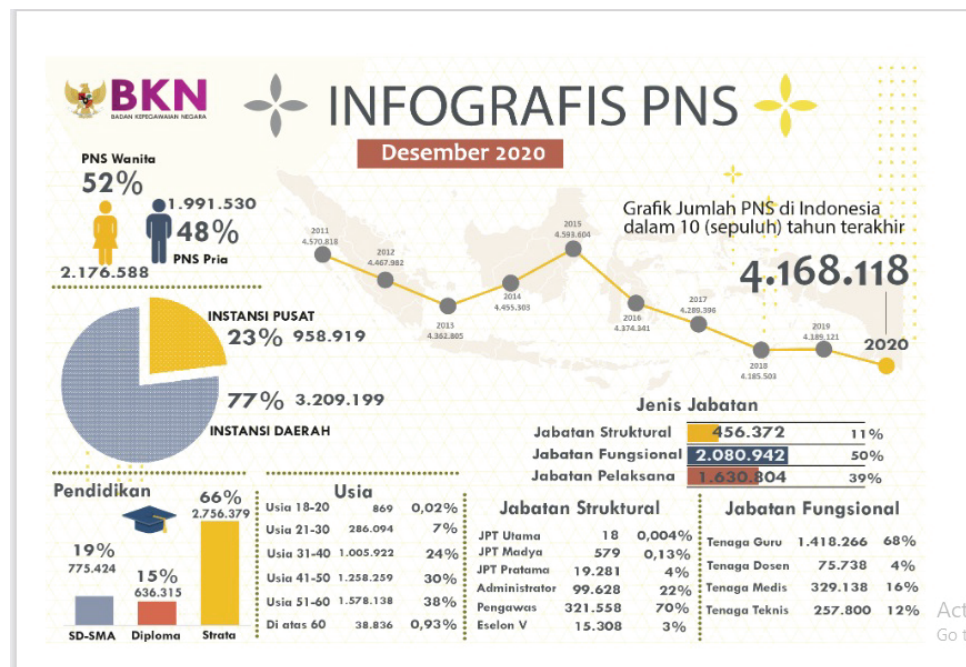


Figure 5: PNS Infographics. (Source: Badan Kepegawaian Negara 2020).

In addition, there are obstacles related to demographic conditions and the 'placement' of ASN which are sometimes not based on their competencies (Soetopo, 1999). Currently, the number of ASN who are more than 50 years old is around 38% of the total number of ASN which is 4.1 million (PNS infographic source, BKN December 2020).

Still based on the same data source, it is illustrated that, in terms of formal education qualifications, a number of ASN (as many as 34%) are still non-graduate (Menpan RB, 2021).

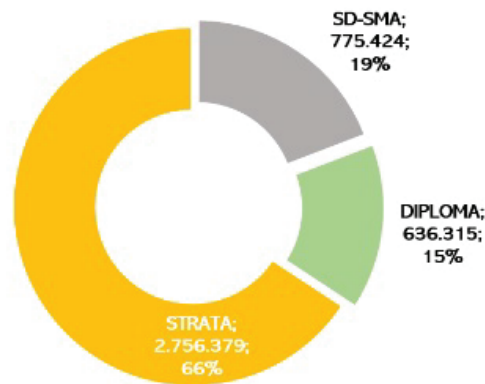


Figure 6: ASN Based on Education. (Source: Badan Kepegawaian Negara, 2020).

Another obstacle is related to the cultural domain or organizational psychology that is rooted in each Ministry/Agency. This psychology of organization refers to the spirit of skepticism and stubbornness on the value of change which is emphasized by the necessity of development and regulations that are implemented. Because this psychology has even formed and become a kind of mindset in government organizations, the problem itself is a separate problem that must be continuously fixed (LAN-BPKP, 2000).

3.4. Operational Strategy and Recommendations

President Jokowi has set the core values. The first value is oriented service. In this sense, every ASN is required to be committed to providing a prime service for the needs of the community. ASN is required to be friendly, dexterous, solutive and reliable in understanding and complying with all the needs of the community. Continuous improvement must also be carried out as an evaluation in the implementation of public services to the community.

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The third value is Competent. This value describes ASN to continue to learn to develop capabilities. ASN must be able to improve competence to overcome the challenges that will always change and carry out every task given with the best quality. Despite the pandemic conditions, in this era of digitalization, whether like it or not, ASN must master the information and technology field to support the process of carrying out the work. This Competent Value should also be embedded in the series of placements of ASN in the context of their duties and positions. Therefore, units related to the context of ASN Human Resources (HR) should be able to read ASN competencies before being placed in certain positions, so that the right man in the right place will be realized.

The fourth value is Harmonious. This value becomes important, especially in relation to the process, ability, and quality of cooperation in the work. Every ASN must cultivate a sense of mutual care and respect for differences. The creation of harmonization can build a conducive work environment that has an effect on a prime service to the community.

The fifth value is Loyal. ASN is required to dedicate and prioritize the interests of the nation and the state. This value indicates that every ASN must uphold the ideology of Pancasila, the 1945 Constitution, be loyal to Negara Kesatuan Republik Indonesia, and the legitimate government. ASN must also be able to maintain the prestige of fellow ASN, agencies, and the State.

The sixth value is Adaptive, which is a very important value that must be possessed, especially in the current pandemic era. ASN must continue to develop creativity and innovate in providing public services to the community. By quickly adapting and acting pro-actively in any changes that occur, the obligation to provide a prime service to the community will continue. The pandemic is not a reason to deny duties and responsibilities.

The last value is Collaborative. This value is needed as an effort to solve the nation's problems, which is best implemented by building synergistic cooperation both among ASN and between Ministries/Institutions. Providing opportunities for various parties to contribute and be open in working together can move the utilization of various existing resources effectively and efficiently for common goals. Recommendations for the determination of these core values are the need for a stipulation in a national policy. In a sense, Core Values need to be set in a national policy.

4. Conclusion

The launch of core values and employer branding is the right opportunity for all ASN to transform, innovate and improve in quality. If so far there has been a lot of diversity in the concepts and working procedures of public services in central and local government agencies, then this launch could be a very important starting point in making quality public services a common target. Through the application of the core values of "BerAKHLAK" ASN is given an important mandate in determining the running wheels of government properly so that the ASN employer branding "Proud to Serve the Nation" will be realized. For this reason, it is necessary to establish a national policy through a Decree of the President of the Republic of Indonesia.

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