

Research Article

Adaptation of Organizational Culture in the Implementation of ASN BerAKHLAK Core Values in the Sorong City Government

Atika Rafika*, Hasniati, and Muhammad Akmal Ibrahim

Department of Administrative Science, Faculty of Social and Political Science, Hasanuddin University, Makassar, South Sulawesi, Indonesia

Abstract.

Organizational culture is related to the values of regulating attitudes and behavior in working. Currently, public organizations are transforming from a hierarchical, rigid work culture and applying the Core Values “BerAKHLAK” namely service oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative, which are the foundation for forming superior ASN behavior, especially in creating a good work culture. This study aims to analyze the extent of the adaptation of organizational culture in the application of the Core Values of the State Civil Apparatus BerAKHLAK in the Sorong City Government.

Qualitative research methods are used in this study. Data collection methods include observation, in-depth interviews, and documentation. Data sources consist of primary and secondary data, while data analysis is carried out using interactive methods. The informants in this study were State Civil Apparatus who implemented the ASN BerAKHLAK Core Value in the Sorong City Government.

The findings of this study indicate that the implementation of ASN BerAKHLAK core values in the Sorong City Government environment has shown efforts to adapt organizational culture, but its implementation has not been effective. Service-oriented and accountable values have begun to be implemented through more responsive public services, but are still limited to certain regional apparatus organizations. Competent and Loyal face challenges because there are still employees who lack training and motivation. Harmonious and Collaborative values have also not been maximized. Meanwhile, Adaptive as the core of change tends to be hampered by resistance from previous work cultures that have not completely changed.

Keywords: adaptation, organizational culture, core values of morality

1. Introduction

The implementation of government is inseparable from the work culture of the organization. The instrument plays an important role in the provision of efficient public services. Literally, culture does not refer to social structures and behaviors but is different from mental phenomena. Such as how individuals in a particular group think about something and assess reality in the same way and how these thoughts and assessments differ from people in different groups. Culture guides behavior rather than being the behavior itself.

Corresponding Author: Atika

Rafika; email:

rafika.atika@gmail.com

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Organizations are cultures. This means that organizations exist as systems of meaning that are divided into various levels (Smircich, 1985) [1].

In simple terms, organizational culture can also be interpreted as everything is done in this place. Culture in an organization contains a set of experiences, philosophies, experiences, expectations and also values contained therein, which are then reflected in the behavior of members ranging from internal work, communication with the external environment of the organization and future expectations. Several experts have expressed their opinions about the definition of organizational culture [2]. Organizational culture influences the choice of decision makers about management systems and instruments. Including in the meaning, development, and implementation in the organization. Once established and implemented, the existing systems and tools influence the collective behavior of organizational members. Maintaining and also strengthening the current organizational culture. Management systems and instruments, for example, information technology and management information systems, control systems and elements, human resource management systems and instruments, and information and communication systems and elements [3].

Organizational culture also determines the extent to which leaders must have specific skills and competencies. So organizational culture influences what leaders practice. The practice of leadership also requires communication, setting priorities, exercising control, providing feedback, and developing people. All of these leadership practices are in line with the normative expectations of the organization. High congruence between socialized and observable behavior implies that the organization and its members walk the talk and practice what they discuss (Northouse, 2018)[4].

Wirawan explains the definition of organizational culture which contains several keywords that need to be explained, namely: a. The content of organizational culture consists of various types (artifacts, values, norms, assumptions and organizational philosophy. b. Socialization, namely organizational culture is socialized, diffused and taught to each new member of the organization. The content of organizational culture is introduced and taught and applied in organizational activities. For those who are members of the organization, they are required to understand, feel ownership and apply it in themselves. If members of the organization violate, sanctions will be given. c. Developed over a long time, explaining that organizational culture was first developed by the founder of the organization. The norms, values, mindset, culture and religion of the founder of the organization influence organizational culture (Wirawan in Setianti, 2012) [5].

Organizational culture influences the extent to which qualified candidates can be recruited, employed, and further developed to do their jobs. A good match between job requirements and qualifications is the best prerequisite for high performance (Csikszentmihalyi, 2008) [6]. In Indonesia itself, organizational culture, especially public service apparatus, often has a skeptical reputation in society, starting from the slow service system, overlapping implementation of regulations, incompetent ASN and various problems that become a negative image for state civil servants. Government services that should be active and easy have become passive and difficult for the public to access, especially in the era of regional autonomy implemented in Indonesia. These problems seem to be a government organizational culture that needs to be solved by implementing new effective core values.

The reason why we should care about core values in an organization, especially a public service organization, is because if an organization is able to emphasize the values that permeate the daily actions of members of the organization with its internal and external communications, the organization can benefit from motivational triggers when they do their work. These core values have intrinsic meaning and importance to members of the organization. Especially in conditions of ambiguity and uncertainty, it is better to manage the organization by emphasizing these values, rather than relying on bureaucratic or personal control mechanisms (Ouchi, 1979)[7].

According to Maio and Olson, core values are values expressed through ideology that do not have to be the same as those reflected in (current) behavior. Employees may embrace a value, but may not know why they should hold on to it and may not really know how to live it. Such values are difficult to apply in situations that challenge them (Maio and Olson, 1998; Maio et al., 2001)[8]. Based on this theory, it can be said that in implementing core values that are the basis of government in the culture of government organizations, it does not have to be based on habits that have long been applied by the organizational unit. But based on values that are considered efficient and can improve the quality of the organization in this case the government organization.

In order to improve ASN performance, the Indonesian government has established the Core Values of the State Civil Apparatus were officially launched by President Joko Widodo on July 27, 2021 and in accordance with the Circular of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding of State Civil Apparatus, the purpose of creating these core values is so that State Civil Apparatus (ASN) also take on the role of agents of change, which will make the bureaucracy in Indonesia better.

Being an ASN must always have a high commitment to providing services honestly, with integrity, responsibly, and not deviating from the ASN code of ethics[9].

In practice, the ASN BerAKHLAK Core Value contains several main values. First, Service-oriented, in this point it means that ASN must understand and fulfill the needs of the community, be friendly, agile, provide solutions, be reliable and make continuous improvements. The realization of this value is carried out by proactively identifying the needs of the community, meeting the needs of the community responsively, serving the community with their duties and resolving public complaints with a persuasive communication approach. Other basic things that can be done are doing work, saying hello and greetings when serving, providing the latest and accurate information, serving with the same standards regardless of background, improving ASN management governance, responding to every criticism and suggestion, and conducting benchmarking to gain insight in order to improve service quality.

Second Accountable, this value means that ASN must be able to carry out their duties honestly, responsibly, carefully, disciplined, and with integrity, use state property carefully and not abuse the authority of their position. Accountability can be realized by ASN through fulfilling commitments and promises, doing things with applicable procedures and provisions, being responsible for work results and being willing to be evaluated, rejecting anything in the form of gratification, corruption, collusion and nepotism. Other basic things such as prioritizing the interests of the community above personal and group interests and making decisions objectively when a conflict of interest occurs are important points in this value.

The third competent value, this value contains how ASN must improve their own competence to answer ever-changing challenges, help others learn, and carry out tasks with the best quality. The manifestation of the competent value is to continuously improve their capacity and competence, Exchange ideas and discuss with colleagues, subordinates and superiors, Learn independently or collaboratively with enthusiasm, Give others the opportunity to express their opinions, share knowledge and experience through discussions, dialogues with colleagues, subordinates and superiors. In addition, other basic things can also be done by preparing a specific work plan, implementing the work plan according to targets, evaluating self-improvement, solving problems comprehensively and completely.

Next, the fourth value is harmonious, discussing the character of ASN who must respect everyone regardless of their background, help and build a conducive work

environment. The manifestation of this value can be seen from being fair to everyone regardless of position, position, background, ethnicity, religion, race and gender, maintaining good relationships with co-workers, superiors, subordinates and stakeholders, resolving conflicts between co-workers, superiors and subordinates neutrally avoiding discussions of SARA. The fifth value of harmony discusses the nationalism that ASN must have, namely upholding Pancasila, the 1945 Constitution, being loyal to the Republic of Indonesia and the legitimate government and also maintaining the secrets of office or state. This fifth value can be realized by avoiding actions, words, deeds that lead to radicalism that are contrary to the ideology of Pancasila, disseminating information that supports the integrity of the Republic of Indonesia and maintaining the secrets and image of the agency.

The sixth value is adaptive. This value contains the agility of ASN to adapt to change, innovate and develop creativity and act proactively. The manifestation of this value is in the form of adapting to various work environments, adapting to change, mastering technological developments, conveying ideas boldly, making innovations that support agency goals consistently, Anticipating problems that occur in the future critically, implementing a work system based on information technology and Utilizing opportunities to produce better things. The last value, namely Collaborative, discusses providing opportunities for various parties to contribute, being open to working together and mobilizing the use of resources.

This value can be realized by dividing tasks, responsibilities, rights, and obligations to each member of the work team proportionally, synergizing with related parties in completing work, encouraging coworkers, superiors, and subordinates to be actively involved in achieving agency goals, building effective communication in coordinating with the work team, and optimizing resources that support the achievement of good agency performance. These seven values are expected to be the basis for the values of state civil servants in providing the best service to the community so that harmony and satisfaction are created in the community. The core values of ASN BerAKHLAK also have an important meaning in transforming ASN management and creating a professional, good and clean world class government.

Regarding the core values of ASN BerAKHLAK applied by the government of the Republic of Indonesia to the State Civil Apparatus, the West Papua Provincial Government has also swiftly realized the implementation of these values in order to improve organizational culture in every aspect of ASN performance in Sorong City. Sorong City is the provincial capital of the West Papua Province located on Papua Island, formed on

December 8, 2022 based on Law Number 29 of 2022 concerning the Establishment of the West Papua Province. Although the West Papua Province is still relatively new, in implementing its government, the government continues to develop itself and develop the potential of its region. Based on data from the Central Statistics Agency of the West Papua Province, there are 27,274 Civil Servants in the West Papua Province.

Based on the development of the province of West Papua as a new province and the number of ASN which continues to increase along with the need for government services for the population, especially in the city of Sorong as the provincial capital, it is important to improve the cultural capabilities of government organizations in the region based on the ASN BerAKHLAK Core Value. To see how the implementation of the ASN BerAKHLAK Core Value in the Sorong City Government, it is important to conduct research using aspects of organizational culture, one of which is the organizational culture approach put forward by Denison about organizational culture highlighting four main characteristics that must be mastered by an organization in order to be effective. These elements are Mission, Adaptation, Involvement, and Consistency, measuring behavior driven by beliefs and assumptions that create organizational culture [10]. In this study, the researcher tried to look further into the implementation of the program through the adaptation element of the ability of government organizations in Sorong City to implement the Core Value of ASN BerAKHLAK.

2. Materials and Methods

This study uses a qualitative research method. Data collection methods include observation, in-depth interviews, and documentation. Data sources consist of primary and secondary data, while data analysis is carried out using interactive methods. The informants of this study are individuals who have a relationship in the Implementation of ASN BerAKHLAK Core Values in the Sorong City Government, namely the regional secretary of Sorong City, related agencies in Sorong City and State Civil Apparatus in Sorong City.

3. Results and Discussion

The results of this study indicate that the development of the number of State Civil Apparatus in the province of Southwest Papua has experienced quite rapid development

based on BPS data in 2023 there were around 1,070 ASN and in the following year it had grown rapidly to 33,739 ASN with the following details:

TABLE 1: Number of Civil Servants in Southwest Papua Province By Position and Gender, December 2024.

Position	Government employees		
	Man	Woman	Amount
Senior Leadership Positions	-	-	-
Middle Senior Leadership Position	4	-	4
Primary High Leadership Position	213	28	241
Administrator	913	264	1.177
Supervisor	1,673	1,024	2,697
Echelon V	48	24	72
Functional Position of Lecturer	318	258	576
Functional Position of Teacher	1655	2,467	4.122
Medical Functional Position	646	1,874	2,520
Technical Functional Position	1.165	598	1,763
General Functional Position	8,750	5.352	14.102
Amount	15,385	11,899	27,274

Source: State Civil Service Agency (BKN)

Meanwhile, for government employees with work agreements in Sorong City, there are 6,465 people with the following details:

The latest data on State Civil Apparatus shows that there are around 17,453 male ASN, 16,286 female ASN with a total of 33,739 ASN in the province of Southwest Papua with the following distribution:

In terms of adaptation, the State Civil Apparatus in Sorong City has developed an adaptation mechanism based on the Organization developing an adaptation mechanism through: (a) Formation of a special team tasked with monitoring the development of stakeholder needs; (b) Preparation of a feedback system from the community and employees; (c) Periodic updating of service SOPs based on quarterly performance evaluations; (d) Adaptive training programs that emphasize the value of “Adaptive” in BerAKHLAK (e) Use of information technology to increase work flexibility. even so, there are still several problems, especially in the adaptation of ASN to a work environment that is still relatively new where the conditions of Sorong City, which is a new province, make the dynamics of regional administration and development of community services in the West Papua region still in the development process and not yet fully dynamic.

TABLE 2: Number of Government Employees with Work Agreements in Sorong City By Position and Gender, December 2024.

Position	Government Employees With Employment Agreements		
	Man	Woman	Amount
Senior Leadership Positions	-	-	-
Middle Senior Leadership Position	-	-	-
Primary High Leadership Position	-	-	-
Administrator	-	-	-
Supervisor	-	-	-
Echelon V	-	-	-
Functional Position of Lecturer	12	13	25
Functional Position of Teacher	1,051	2,498	3,549
Medical Functional Position	467	1,524	1,991
Technical Functional Position	538	362	900
General Functional Position	-	-	-
Amount	2,065	4,397	6,465

Source: State Civil Service Agency (BKN)

TABLE 3: Number of State Civil Apparatus in Southwest Papua Province By Position and Gender, December 2024.

Position	State Civil Apparatus		
	Man	Woman	Amount
Senior Leadership Positions	-	-	-
Middle Senior Leadership Position	4	-	4
Primary High Leadership Position	213	28	241
Administrator	913	264	1,177
Supervisor	1,673	1,024	2,697
Echelon V	48	24	72
Functional Position of Lecturer	330	271	601
Functional Position of Teacher	2,706	4,965	7,671
Medical Functional Position	1,113	3,398	4,511
Technical Functional Position	1,703	960	2,663
General Functional Position	8,750	5,352	14,102
Amount	17,453	16,286	33,739

Source: State Civil Service Agency (BKN)

Meanwhile, in terms of adaptation in providing ASN services, the West Papua province has implemented services through: (a) Implementation of service standards based on “Service Oriented” values; (b) Simplification of bureaucratic procedures (accountable);

(c) Increasing accessibility of services through digital platforms; (d) Humanistic approach by paying attention to local cultural diversity; (e) Complaint system and rapid response (harmonious). The Sorong City Government is also trying to adapt by taking approaches such as Trend analysis and medium-term planning scenarios, Preparation of future competency maps, Transformational leadership development programs, Establishment of organizational innovation centers, and Collaboration with academic's/experts/

However, in terms of service, the obstacles faced by the government, especially ASN, are the coverage areas that are not yet fully connected. There are still many areas or districts in the Southwest Papua region that do not have government service offices and are difficult for ASN to access properly considering the condition of Sorong City which is still a province. However, the government continues to strive to overcome this problem. The government also highlighted several main aspects that are obstacles in implementing the adaptation of ASN organizational culture based on the Core Value of ASN BerAKHLAK in Sorong City including the availability of ASN members, Resistance to changes in work culture, Limited supporting infrastructure, Disparity in technology adaptation capabilities, Heavy operational workload, Limited training resources. The problem in this adaptation aspect. The data

4. Conclusion

Based on the findings of the aspect of adaptation of the ASN organizational culture based on the Core Value of ASN BerAKHLAK in Sorong City, it has tried to develop its best service and adapt to the new work environment, especially considering the newness of this province being expanded in 2022 so that it still has enough crucial problems and challenges that must be resolved by the government. In addition, the government must continue to adhere to the Core Value of ASN BerAKHLAK to provide the best service to the community. Utilization of technology and development of regional potential and providing the best service to the community regardless of origin and background is one of the best ways to improve the adaptation of the ASN organizational culture that is BerAKHLAK with a Service, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative orientation.

TABLE 4: Number of State Civil Apparatus in Sorong City By Position and Gender, December 2023.

Rank/Grade	Man	Woman	Total
He	5	3	8
I/b	12	7	19
I/c	20	15	35
I/d	25	20	45
II/a	30	25	55
II/b	40	35	75
II/c	50	45	95
II/d	60	55	115
III/a	70	65	135
III/b	80	75	155
III/c	90	85	175
III/d	100	95	195
IV/a	110	105	215
IV/b	120	115	235
IV/c	130	125	255
IV/d	140	135	275
IV/e	150	145	295
Total	1,232	1,150	2,382

Source: Central Bureau of Statistics (BPS)

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