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## Implementation of moral state civil apparatus core values: a study of the influence of work culture, work discipline, and organizational commitment to the implementation of moral core values in Banyumas Regency

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### Abstract

The launching of the Core Values and Employer Branding of the State Civil Apparatus (ASN) by the Ministry of Administrative and Bureaucratic Reform during the COVID-19 pandemic has yet to be completed. The emergence of the ASN Core Values will be a milestone in strengthening the ASN work culture. This study aims to determine the effect of work culture, work discipline, and organizational commitment on implementing core values with AKHLAK in the Government of Banyumas Regency. This study used a quantitative method in the form of a survey with a sample of 100 civil servants in the Banyumas Regency government environment. The analysis technique used to analyze primary and secondary data in this study is a linear regression analysis technique. The results are study results significant positive work culture, work discipline, and organizational commitment to the readiness of ASN in implementing core values with AKHLAK in the Government of Banyumas Regency. The results of this study imply that civil servants in the Banyumas Regency Government Environment are ready to face change and implement core values with AKHLAK.

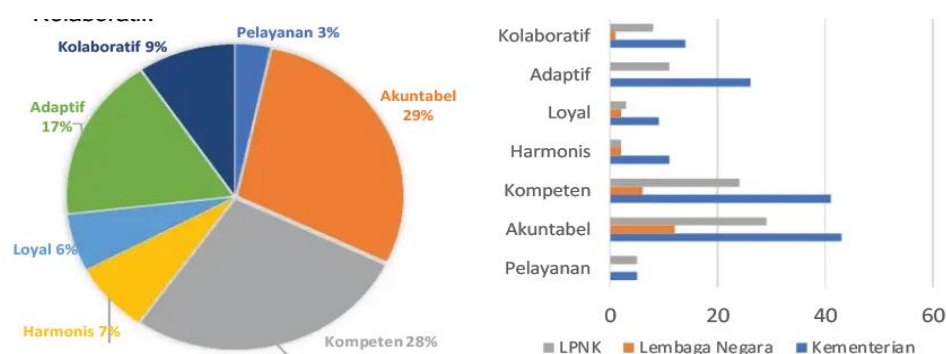
**Keywords:** Core Values, Organizational Commitment, Work Culture, Work Discipline

### 1. Introduction

E-Government Policy for Human Resource Development (HR) is a priority agenda for President Joko Widodo's government. It aims to build dynamic, skilled human resources who master science and technology and are hard workers. The process that is passed to achieve this goal requires the development of a new way. This is because the blurry portrait of the Indonesian state civil apparatus (ASN) has become a classic story that never ends. Government agencies continue to make various efforts to improve it, namely the Ministry of Administrative Reform and Bureaucratic Reform, either through the issuance of new regulations or raising multiple issues related to efforts to improve the quality of the ASN profession in Indonesia. Many discussions have been many parties have carried out many discussions values of the State Civil Apparatus (ASN) throughout Indonesia to strengthen work culture. Given this, the ASN orientation has ASN's core value, namely "BerAKHLAK," which has the acronym Service Oriented, Accountable, C competent, Harmonious, Loyal, Adaptive, and Collaborative.

Figure 1

*Percentage of government agencies that are narrowed down to be HAVING*



Source: Deputy of SDMA, 2022

According to Astuti (2021) and Ferdinand (2020), there is a collaboration involving multi-organizations to solve agency problems that cannot be solved alone. Furthermore, the organization makes formal policies to create and implement public and asset policies or programs.

"BerAKHLAK" is an acronym for Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The existence of these ASN Core Values is on Law no. 5 of 2014 concerning State Civil Apparatus in a common perception that is more easily understood and implemented by all ASN. Meanwhile, Proud to Serve Bangas is an ASN Employer Branding that serves wholeheartedly. The ASN Core Values are a milestone in strengthening work culture, carried out at the central and regional levels of ASN. It is hoped that the Core Value "Be HAVING" can enhance the work culture of professional ASN in serving the community. Each ASN must correctly interpret the quality and professional service orientation by being able to keep up with system and policy changes (Ghoni, 2022).

Through the tagline "BeAKHLAK," the government is promoting "BeAKHLAK" as a new brand by adopting advertising language to attract public attention and give a curious effect. When discussing the advertised product, the public expects a match between the advertisement and reality. When the government, through KemenPAN RB, launches the core value "Be AKHLAK," it is inevitable that the community has high expectations for the implementation of these values correctly. One of the problems in our country is the weak commitment to carrying out the consensus and goals that have been mutually agreed upon. The regulations set at the time of their implementation in the field are sometimes far from expectations, not to mention the lack of supervision. All parties hope "Be ACTUALLY" will not only be a slogan for changes in ASN performance but can become a real commitment for ASN. Every organization must know how individual readiness is in implementing the core value "Be AKHLAK."

The factors that determine the extent of change in an organization are internal and external. Various studies on organizational change show that most organizations encounter significant challenges and obstacles in carrying out the planned change process. The effectiveness of change an organization implements is strongly influenced by all employees' readiness to implement organizational activities. Individual factors play an essential role in the shift. The inability of individuals to adjust their behavior and skills and the lack of employee commitment to change are factors in the failure of organizational change. This is in line with the opinion of Guamaradewi & Mangundjaya (2018), who explains that one of the sources of the loss of a change program is humans. Lack of individual support and commitment to change will affect the organization's success. Personal responsibility to change in the organizational change process is significant and needed, both from the perspective of consolidating the changes that have occurred and from the standpoint of successful changes in the future.

A person's readiness to face this change can simultaneously have psychological, mental, and physical effects and disturb someone's comfort in their performance. This makes many demands for someone to participate even though, in actual conditions, they are not quite ready or have not fully mastered the competencies of the changes being implemented. For change efforts to be practical, sufficient knowledge is needed about the change, its functional goals, and benefits to be gained when making changes, managing change, and the obstacles that may occur for the effectiveness of change efforts (Purwoko, 2017). This is influenced by organizational support, including the work environment, culture, discipline, stress, organizational commitment, etc.

In this study, the work culture factor becomes the focus of one of the main factors influencing the implementation of the core value "Be AKHLAK." It is hoped that establishing the Core Values "Having ACTIVITIES" will strengthen the work culture of ASN, who are professional in serving the community. Work culture is the attitude and behavior of individuals

and groups of employees based on values that are believed to be accurate and have become the nature and habits of daily tasks and work. Quality work culture helps an organization build a conceptualization structured into a system of cognition as symbols, norms, and shared meanings. So that the work culture can contribute to organizational performance. Work culture affects an organization and influences how the organization reacts to various types of situations.

In addition to work culture, the next factor that the company must consider is discipline. Discipline is one of the keys to optimizing performance to achieve organizational goals. Discipline is a person or group's attitude who always wants to follow or comply with all established rules or decisions. According to Handoko (2021), indicators for measuring employee work discipline are, in principle, a summary of the Government Regulation of the Republic of Indonesia No. 53 of 2010 concerning Work Discipline of Civil Servants are; attendance, obedience, punctuality, and behavior.

In addition to work culture and discipline, creating exemplary corporate governance implementation requires individual, organizational commitment. Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Organizational commitment implies a functional relationship between employees and the organization (Sutmasa, 2021). Organizational commitment describes the emotional state of employee involvement in the organization. Organizational Commitment matches the world's increasingly competitive environment (2016). This study aims to determine the effect of work culture, work discipline, and organizational commitment on the readiness of ASN to implement core values with AKHLAK in the Banyumas Regency Government Environment.

## 2. Method

This study uses a quantitative survey research method. This research uses a survey method, which is a research method that is carried out by distributing several questions to respondents to answer the problems under study (Creswell, 2018). The data sources of this research are primary and secondary data. Preliminary data is data obtained directly through the distribution of questionnaires and interviews with respondents. Secondary data is obtained through scientific articles, books regarding ASN work culture, documentation, and other literature (Tohardi, 2019). The population in this study were all civil servants in the Banyumas Regency Regional Government, which were calculated per SKPD. The total number of civil servants is 15,537 people. The sampling technique used is the random sampling technique. Random sampling technique or random method is a sampling technique that does not limit members of the population or has the same opportunity to be included in the research sample proportionally—the sample in this research model0 respondents. The respondents of this study were all employees in the Banyumas Regency Government Environment—analysis of the research data using linear regression. Linear regression is a data analysis technique that predicts unknown values using other known and related matters. Then model the unknown or independent variables as linear equations. The Likert scale is used to measure the results of the questionnaire that respondents have filled in, and in this study, using a scale of 1-5 with statements that strongly disagree, disagree, neutral, agree, and strongly agree.

## 3. Research Results and Discussion

The influence of work culture, work discipline, and organizational commitment on the readiness of ASN in implementing core values with AKHLAK in the Banyumas Regency Government Environment in this study is shown through the following regression analysis Tabel 1.

Table 1  
*Regression Analysis Results*

Research variable	Coefficient	t	Sig
work culture	0.076	2.175	0.032
Work Discipline	0.557	10.004	0.000
Organizational commitment	-0.368	-7,257	0.000
F		223,451	
Sig		0.000b -	
R <sup>2</sup>		0.852	

Based on the regression analysis, the calculated F value was 223.451 with a significance value of 0.000 (<0.05), so it can be concluded that there is a simultaneous (simultaneous) effect between work culture, work discipline and organizational commitment to the readiness of ASN in implementing core values with AKHLAK in the Government Environment of Banyumas Regency. The R square value of the independent variable on performance is 0.852, meaning that the magnitude of the simultaneous influence of the independent variables of work culture, work discipline, and organizational commitment to the readiness of ASN in implementing core values of ACTIVITY in the Government of Banyumas Regency is 85.2%. The remainder, 14.8 %, is influenced by other variables not examined in this research model.

#### **The influence of work culture on ASN readiness in implementing core values with AKHLAK in the Banyumas Regency Government Environment**

The results of the regression analysis Table 1 shows the calculated t value for the work culture variable of 2.175 with a significance value of 0.032; because the significance value is less than 0.05 (0.032 <0.05), it can be concluded that work culture influences the readiness of ASNs in implementing core values with AKHLAK in the Government Environment of Banyumas Regency. These results are in line with research conducted by Ghoni (2022), where the results of his study stated that work culture according to ASN's Core Values has a significant positive effect on ASN performance, meaning that ASNs need a work culture based on core values to achieve high performance.

Schraeder et al. (2015) emphasized that the influence of work culture on employees can bring organizational change to improve quality and quality. Work culture includes various attitudes and behaviors that effectively improve the quality and quality of work done to improve organizational performance.

#### **The influence of work discipline on ASN readiness in implementing core values with AKHLAK in the Banyumas Regency Government Environment**

The results of the regression analysis Table 1 shows the calculated t value for the work discipline variable of 10.004 with a significance value of 0.000; because the significance value is less than 0.05 (0.000 <0.05), it can be concluded that work discipline affects the readiness of ASNs in implementing core values with morals in the Government Environment of Banyumas Regency. These results are in line with research conducted by Ghoni (2022), whose results of this study prove that work discipline has a significant positive effect on ASN performance, meaning that to achieve maximum ASN performance, one must also get used to working in the field, be it in attendance, obedience to rules, or timeliness in meeting targets.

#### **The effect of organizational commitment on ASN readiness in implementing core values with AKHLAK in the Banyumas Regency Government Environment**

The results of the regression analysis Table 1 shows the calculated t-value for the variable organizational commitment of 7.257 with a significance value of 0.000 because the significance value is less than 0.05 (0.000 <0.05), it can be concluded that organizational commitment

influences the readiness of ASNs in implementing core values with AKHLAK in the Government Environment of Banyumas Regency. The analysis results state that individual and corporate willingness to change positively and significantly affect organizational commitment. Organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and to remain in the organization. This statement is supported by the research of Guamaradewi and Mangunjaya (2018) that organizational commitment influences ASN readiness in implementing core values with AKHLAK in the Banyumas Regency Government Environment.

#### 4. Conclusion

Based on the results and discussion that has been carried out, it can be concluded that there is a positive and significant influence between work cultures on the readiness of ASN in implementing *core values* with AKHLAK in the Banyumas Regency Government Environment. Work discipline positively and significantly influences ASN readiness in implementing *core values* with AKHLAK in the Banyumas Regency Government Environment. There is a positive and significant influence between organizational commitments on ASN readiness in implementing *core values* with AKHLAK in the Banyumas Regency Government Environment.

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