

# THE INFLUENCE OF ASN BERAKHLAK CORE VALUES ON EMPLOYEE PERFORMANCE AT THE POPULATION AND CIVIL REGISTRATION SERVICE OF SERANG CITY

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## ABSTRACT

*The State Civil Apparatus has an important role in carrying out public service activities, both in government agencies or institutions in which there is a work culture that is adopted and implemented by ASN as actors in public organizations. To realize the work culture of the state civil apparatus as expected, it is necessary to strengthen the work culture of the state civil apparatus regularly and in a structured manner. For this reason, the Circular of the Minister of PANRB Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding of the State Civil Apparatus was issued, in order to strengthen the work culture as one of the strategies for transforming ASN management towards a world-class government for the uniformity of the basic values of ASN that must be upheld by all ASN, namely the core values of ASN BerAKHLAK. The purpose of this study is to determine how much influence the core values of ASN BerAKHLAK have on employee performance at the Population and Civil Registration Service of Serang City. The research method used in this study is the associative research method using a quantitative approach. The population in this study were State Civil Apparatus working at the Population and Civil Registration Service of Serang City with a sample size of 27 people. The sampling technique used the Saturated Sampling technique. The results of this study indicate that there is a significant influence between the core values of ASN BerAKHLAK on employee performance with a magnitude of influence reaching 73.1% and the remaining 26.9% is estimated to be influenced by other factors. The suggestions in this study are to improve the understanding and implementation of the core values of ASN BerAKHLAK, and focus on improving the quality of service to the community, as well as providing training for employee competency development.*

**Keywords :** Core Values, ASN Ber-AKHLAK, Employee

## 1. Introduction

Public services in Indonesia are highly dependent on the role of the State Civil Apparatus (ASN) in running public sector organizations. Based on Law Number 20 of 2023 concerning the State Civil Apparatus (ASN), it states that ASN is tasked with providing professional and quality public services. As a service provider for the community and the person

in charge of public service functions, the government has a role in directing its goals towards public oriented and striving to achieve service targets for all levels of society (Hamirul, Ariyanto. M, Nova Elsyara, 2018).

In order to realize the expected work culture of state civil servants, the Minister of State Apparatus Empowerment and Bureaucratic Reform issued Circular

Letter of MenPANRB Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding of State Civil Apparatus, in order to strengthen work culture as one of the strategies for transforming ASN management towards a world-class government, namely the core values of ASN BerAKHLAK. The values of ASN BerAKHLAK have a philosophical meaning in an organizational culture that is Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative.

The core values of ASN BerAKHLAK are closely related to employee performance, because these values become behavioral guidelines that form a professional, productive, and integrity-based work culture. The influence of Core Values BerAKHLAK on ASN employee performance depends on the level of individual awareness and concern for these values. If ASN employees implement it seriously, not only personal performance will improve, but also the overall performance of the organization (Agustina & Sarikusumaningtyas, 2024). The ASN quality index in Indonesia is still a serious concern, especially related to integrity and professionalism.

The low quality of ASN is reflected in the results of the national Integrity Assessment Survey (SPI) issued by the Corruption Eradication Commission (KPK) in 2024 with a score of 71.53 in the Vulnerable category. Based on the results of the 2024 integrity assessment survey in 37 Regional Government agencies in Indonesia, Banten Province received a

score of 71.21 which is included in the Vulnerable category. Strengthening the indication of the quality of ASN in Banten Province needs more attention.

**Table 1. Achievement of ASN Professionalism Index in 2023 Throughout Banten Province.**

| No | Local Government     | Score | Category |
|----|----------------------|-------|----------|
| 1  | Tangerang Regency    | 83.71 | High     |
| 2  | Serang Regency       | 83.63 | High     |
| 3  | Lebak Regency        | 75.77 | Medium   |
| 4  | South Tangerang City | 73.02 | Medium   |
| 5  | Tangerang City       | 71.56 | Medium   |
| 6  | Cilegon City         | 63.06 | Low      |
| 7  | Serang City          | 63.04 | Low      |
| 8  | Pandeglang Regency   | 62.77 | Low      |

(Source: BKPSDM Cilegon City)

Based on table 1, it is known that in the Regional Government environment throughout Banten Province, the ASN Professionalism Index of Serang City as the capital city of Banten Province is in the 2nd lowest position after Cilegon City with a value of 63.04 points in the Low category. When compared to the value obtained by other Regencies/Cities, this value is still below the average value of 72.07 points.

With the low achievement of ASN professionalism in Serang City, this can have an impact on the quality of public

services and the effectiveness of the overall performance of local government. The issue of how the role of government in providing services is currently attracting public attention. The public increasingly emphasizes the importance of the results of the services they receive from public service providers. This demand arises because many people feel dissatisfied with the quality of services in Indonesia.

**Table 2. Public Satisfaction Index in Serang City by Service Unit**

| No | Service Unit                                           | 2023  | 2024  |
|----|--------------------------------------------------------|-------|-------|
| 1  | Dinas Kependudukan dan Pencatatan Sipil Kota Serang    | 85,96 | 85,49 |
| 2  | Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu | 85,77 | 83,30 |
| 3  | Dinas Perhubungan                                      | 79,55 | 81,40 |
| 4  | Dinas Tenaga Kerja dan Transmigrasi                    | 81,89 | 81,50 |
| 5  | Badan Pengelolaan Keuangan dan Aset Daerah             | 82,88 | 82,06 |

(Source: Bappeda Serang City)

Based on table 2, one of the service units that experienced a decline in the

Public Satisfaction Index (IKM) from 2023 to 2024 was the Population and Civil Registration Service of Serang City with a final point in 2024 of 85.49. Although the decline is not too significant, this needs to be a concern because the Serang City Population and Civil Registration Service is one of the vital public service units and is in direct contact with the basic needs of the community, especially in terms of population administration. The decline in the quality of service at the Serang City Population and Civil Registration Service indicates problems related to the performance of its employees. The expectation for excellent service is increasing, along with the increasing awareness of the rights of citizens, including in population administration matters.

The Population and Civil Registration Service of Serang City is a government institution that assists the Mayor in carrying out government affairs in the field of Population Administration. The Population and Civil Registration Service plays an important role in managing and providing personal data for each individual in Serang City. The implementation of programs and activities carried out by the Population and Civil Registration Service of Serang City is optimally aimed at achieving the goals and objectives that have been set and are guided by the Vision and Mission of Serang City as a guide and direction for the goals to be achieved by Serang City.

However, based on initial observations conducted by researchers at the Population and Civil Registration

Service of Serang City, researchers found several problems, namely, the manual attendance system is still used which is susceptible to data manipulation by a number of employees, then there is a decrease in the value of public service elements based on public satisfaction from 2023 to 2024 including elements of facilities and infrastructure, service information, and elements of service officer competence. Another problem found was that there were various complaints from the public regarding the services provided by the Population and Civil Registration Service officers in terms of professionalism and timeliness of work completion. Thus, the author is interested in conducting research with the title "The Influence of ASN BerAKHLAK Core Values on Employee Performance at the Population and Civil Registration Service of Serang City".

## **2. Litherature Riview**

### **Human Resource Management**

Human Resource Management is a series of activities involving planning, organizing, leading, and controlling all activities related to workforce procurement, employee development, compensation, employee maintenance, and termination of employment in accordance with applicable provisions and laws, with the aim of achieving the goals and objectives of individual employees, companies, and society (Hadi et al., 2022). In addition, Armstrong in (Muharsono, 2024) stated that human resource management is a strategic and coherent approach to managing an organization's most important

assets, namely the people who work in it, both individually and collectively who contribute to achieving organizational goals.

### **Work Culture**

Work culture is a series of beliefs, values, and norms formed in an organization as a guide to behavior for its members in facing challenges both internally and externally (Wahyuningsih et al., 2018). The work culture indicators in this study are in accordance with the Circular Letter of the Minister of Administrative and Bureaucratic Reform Number 20 of 2021 that every ASN must implement the core values of ASN BerAKHLAK in order to strengthen the work culture with service-oriented, accountable, harmonious, loyal, adaptive, and collaborative values. The behavior of ASN in government organizations is related to organizational efficiency through collaboration, responsibility, and the implementation of the core values of ASN BerAKHLAK to carry out their duties and functions as State Civil Apparatus (Fadla et al., 2023)

### **Employee Performance**

Prawirosentono (1999) in Tun Huseno (2016:87) defines performance as the work results that can be obtained by a person or a handful of people in an organization, in line with the authority and responsibility they have, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Employee performance, also known as

work achievement, is a reflection of the quality and quantity of work results that are successfully achieved by an employee in carrying out the tasks that are his responsibility (Mangkunegara, 2017).

### 3. Method

This study uses an associative methodology with a quantitative approach in this study. The researcher stated that the purpose of this study was to determine the effect of the ASN BerAKHLAK core values variable (X) on employee performance variables (Y). The population of the study was all ASN employees at the Population and Civil Registration Service of Serang City, totaling 27 people. The sampling strategy for this study was to use saturated sampling, meaning that all members of the population were used to determine the sample.

### 4. Results and Discussion

The results of the study showed that the significance probability value for the influence of ASN BerAKHLAK core values on employee performance was  $0.000 < 0.05$ . So it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that there is an influence on the variable x core value of ASN BerAKHLAK on the variable y of employee performance. In addition, a regression equation was also obtained, namely  $Y = 0.479 + 0.748x$ , meaning a constant value of 0.479, if the core value of ASN BerAKHLAK (x) is 0, then the employee performance level (y) is positive at 0.479. The regression coefficient of 0.748 means that if the core value of

ASN BerAKHLAK (x) increases by 1%, then the employee performance level (y) increases by 0.748. It can be said that if the core value of ASN BerAKHLAK is not implemented properly, employee performance will not achieve the results expected by the organization. On the other hand, if the core value of ASN BerAKHLAK is implemented well, employee performance will achieve results in accordance with the organization's expectations.

In addition, based on the results of data processing using SPSS 27, the  $t_{count}$  value for the ASN BerAKHLAK core value was 8.246 with a significance level of 0.000. While the  $t_{table}$  value with df (n-2) ( $27-2 = 25$ ) obtained a  $t_{table}$  value of 2.060. If  $t_{count} > t_{table}$  ( $8.246 > 2.006$ ), then  $H_0$  is rejected and  $H_a$  is accepted. This means that there is an influence of the ASN BerAKHLAK core values on employee performance at the Population and Civil Registration Service of Serang City.

#### The Influence of the Core Value of ASN BERAKHLAK on Employee Performance

Based on the results of the hypothesis test (t-test) between the variables of ASN BerAKHLAK Core Values Against Employee Performance, it shows that the core values of ASN BerAKHLAK have a positive and significant effect on employee performance. This means that the values of berAKHLAK, service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative have a substantial contribution in improving the

performance of state civil servants at the Population and Civil Registration Service of Serang City. The results of this study are in line with the results of research conducted by Chaerul Yozi and Lia Amalia, students of the Master of Management at Esa Unggul University, it was found that the core values of ASN BerAKHLAK were proven to have a significant positive effect on employee performance through increasing the level of commitment. Internalization of Ber-AKHLAK values is not only compliance with government policies, but also provides a strong foundation for the Population and Civil Registration Service of Serang City to continue to optimize the strengthening of the internalization of ASN BerAKHLAK core values.

Overall, the results of this study indicate that the BerAKHLAK values that have been implemented in the Serang City Disdukcapil environment are able to encourage increased employee performance. However, to achieve more optimal and sustainable performance, the organization needs to strengthen aspects of competency development, increase adaptability to change, and cultivate broader collaboration. In addition, periodic evaluation of the workload and effectiveness of human resource management is needed to ensure that the quantity of work remains balanced with the expected quality of service.

## 5. Conclusion

Based on the results of the study related to the Influence of ASN

BerAKHLAK Core Values on employee performance at the Population and Civil Registration Service of Serang City, it was found that there was a positive relationship between the X variable ASN BerAKHLAK Core Value and the Y variable Employee Performance, which was 0.855. In addition, it was also found that the variation in the employee performance variable (Y) could be explained by 73.1% by the ASN BerAKHLAK core value variable (X), while the remaining 26.9% was explained by other variables not included in this study. Furthermore, the results of the T-test obtained a value of  $t_{count} > t_{table}$  ( $8.246 > 2.006$ ), this result is strengthened by a p value  $< \text{sig } 0.05$  or ( $0.000 < 0.05$ ). Thus,  $H_0$  is rejected and  $H_a$  is accepted, this shows that there is a significant influence between the ASN BerAKHLAK core values on employee performance at the Population and Civil Registration Service of Serang City.

It is expected that the Population and Civil Registration Service of Serang City can improve the understanding and implementation of the core values of ASN BerAKHLAK to achieve the expected performance and it is necessary to strengthen the development of employee competencies, both from technical and non-technical aspects, to support the improvement of individual capabilities in facing the dynamics of tasks and service demands.

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