


## "Core Values" Have Rights: Implementation of Organizational Culture and Work Culture

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Article Info	ABSTRACT
<b>Keywords:</b> Organizational Culture, Work Culture, team member Performance, Core Values	The focus of this research is the implementation of organizational culture and work culture at the Central Bureau of Statistics (Badan Pusat Statistik/BPS) of Jepara Regency. Employing a qualitative descriptive method, the researcher conducted an in-depth exploration of the application of organizational culture and work culture within the institution. The data sources in this study are secondary data obtained from various relevant literature sources. Based on the findings, the researcher concludes that the implementation of organizational and work Culture at BPS Jepara Regency falls into the "moderately healthy" category, with a percentage score of 65.86%. This indicates that employees have demonstrated an exemplary implementation of organizational and work Culture in their daily work behavior.
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Ahmad Mubais Program Studi Adminitrasi Bisnis Internasional, Politeknik Balekambang Jepara, Jepara <a href="mailto:faisahmad128@gmail.com">faisahmad128@gmail.com</a>

### INTRODUCTION

Organizations have cultures that play a significant role in influencing the performance of their human resources, making them an interesting topic to study (Denison, 1990). Organizational Culture reflects a set of values, norms, beliefs, and behaviors collectively held by its members, which serve as guidelines for acting and interacting in the workplace (Schein, 1985). When a strong and positive organizational culture is formed, it contributes to improved team member performance through increased commitment to the organization, job satisfaction, and work enthusiasm or motivation (Robbins & Judge, 2017; Kotter & Heskett, 1992). The Central Statistics Agency (BPS) is a non-ministerial government institution that plays a strategic role in supporting the implementation of government functions, particularly in the field of statistics. As an institution directly under the coordination of the President, BPS carries out its responsibilities through the supervision of ministers or equivalent officials. The primary duties of BPS include compiling basic statistics, implementing coordination and synergy between agencies in the implementation of statistical activities, and developing and fostering a national statistical system in accordance with statutory provisions. Within the government structure, BPS is under the coordination of the Coordinating Ministry for Economic Affairs and is led by a Head who is responsible for all institutional operations.

As an institution under the auspices of the National Civil Service Agency (BKN), BPS naturally has guidelines for conducting operational activities and formulating policies. One of the key elements that must be considered and implemented with specific guidelines is work culture and organizational Culture. The Jepara Regency Statistics Agency (BPS) is a government institution responsible for producing accurate, relevant, and timely statistical data, playing a crucial role in regional development. To achieve these goals, BPS Jepara Regency needs to establish a strong organizational culture and an effective work environment that reflects the shared values, norms, and assumptions held by all employees. This Culture serves as a guideline for behavior, collaboration, and achieving organizational goals. Meanwhile, work culture relates to the actual behavior demonstrated by employees in carrying out their daily tasks. A good work culture will create a productive, innovative, and conducive work environment.

To improve public services and the performance of the State Civil Apparatus (ASN), the Indonesian government has launched the ASN BerAKHLAK Core Values. These core values are expected to serve as a guideline for all ASN, including BPS Jepara employees, in carrying out their duties and functions. BerAKHLAK stands for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The organizational and work Culture of "ASN BerAKHLAK" core values plays a crucial role at the Jepara Regency Statistics Agency (BPS). A strong organizational and work culture will encourage employees to produce high-quality, bias-free, and accountable statistical data. Implementing the ASN BerAKHLAK core values will improve the quality of public services provided by BPS Jepara to the community and strengthen the integrity and professionalism of BPS Jepara employees. Based on this background, the author is interested in conducting research at the BPS Jepara Regency, which has core values as guidelines to provide direction to all ASN in their behavior, service provision, and daily work.

## METHOD

### Research Type

Literature Review involving secondary data analysis from existing sources. This literature review was conducted through a systematic search process and a thorough review of various information sources, including academic journals, reference books, and published articles. To maintain the quality of the study, strict selection criteria were applied to ensure that only sources with high credibility were included in the analysis.

### Data Collection Process

Systematically conducted through searches of academic journals, books, and published articles. The method employed in this study is a literature review, which involves collecting and analyzing data relevant to the topic of organizational Culture and the implementation of work culture.

### Quality Criteria

Strict selection criteria were applied to ensure the credibility and relevance of information sources. The obtained data were then critically analyzed to uncover key findings and examine the relationships between relevant variables. This approach provides a strong

foundation for the author to draw in-depth conclusions regarding the implementation of organizational Culture and work culture, specifically the "Core Values ASN Berakhlak" (Asn Berakhlak Core Values), while also developing constructive recommendations for practitioners and policymakers.

#### **Data Analysis**

Critical analysis to identify key findings, relationships between variables, and draw in-depth conclusions.

#### **End Goal**

Develop a strong understanding and provide practical recommendations regarding the implementation of ASN Berakhlak values. This methodological framework appears robust and provides a credible approach to addressing the topic in depth.

## **RESULTS AND DISCUSSION**

Values are moral principles collectively held within a society or social group, passed down from one generation to the next, and serve as the basis for shaping individual and group behavior patterns (Schwartz, 2012). In an organizational context, core values are understood as a set of fundamental beliefs held by all members of the organization, serving as guidelines for decision-making and strategic action (Lencioni, 2002). These values are believed to play a crucial role in guiding the organization toward achieving its long-term vision and supporting the consistent and sustainable implementation of its mission (Cameron & Quinn, 2011). In 2012, BPS established the core cultural and behavioral values of BPS personnel, PIA (Professional, Integrity, Trustworthy), as a framework to standardize BPS's actions and enable it to realize its vision and mission.

To improve the quality of public services and establish a professional and integrity-based work culture within the bureaucracy, the government, through the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB), has issued Circular Letter Number 20 of 2021 regarding the Implementation of Core Values and Employer Branding for the State Civil Apparatus. The circular, issued on August 26, 2021, aims to unify the core values that serve as the basis for the behavior of all state civil servants (ASN), while simultaneously strengthening the positive image of government agencies as modern, adaptive, and service-oriented work environments. The implementation of these core values is not only expected to improve the performance of individual ASNs but also to be a strategic step in building a strong and competitive institutional identity amidst the demands of changing digital work environments and increasingly high public expectations of bureaucracy. Therefore, understanding and implementing these core values are crucial aspects of sustainable bureaucratic reform. BPS has implemented and continues to socialize the Core Values of Berakhlak and Employer Branding, proudly serving the nation.

The core values of the State Civil Apparatus, formulated in the BerAKHLAK concept, are behavioral guidelines that every ASN must possess and embody in carrying out their duties. These values consist of seven main principles. First, service-oriented, which reflects a commitment to providing excellent public services to satisfy the public. Second, accountable, which demonstrates responsibility for the trust and mandate given by the state

and society. Third, competent, which refers to continuous efforts to improve knowledge, skills, and professional capabilities. Fourth, harmonious, which refers to an attitude of mutual respect, care, and the ability to establish good social relationships amidst diversity. Fifth, loyal, which reflects high dedication and loyalty to the interests of the nation and state above personal or group interests. Sixth, adaptive, which is the ability to be open to change and encourage innovation in response to the dynamics of the work environment. Seventh, collaborative, which emphasizes the importance of building synergy and cross-sector cooperation to achieve common goals in effective and efficient governance.

The central BPS conducts an annual Organizational Culture Survey (OCS) to monitor and evaluate the implementation of the ASN Berakhlak Core Values among all BPS employees in Indonesia. The 2024 OCS methodology is as follows :

a. Time of survey implementation.

The survey was conducted over a period of five days, from July 15 to 19, 2024.

b. The survey implementation mechanism is as follows:

1. Web-based applications are a means of collecting data online, making it easy to access and use.
2. Data collection is conducted through a complete enumeration, where information is gathered from the entire population. The primary goal is to obtain accurate and comprehensive data on all members of the population.
3. There are six questions asked to assess how employees evaluate the work culture conditions at BPS.
4. Respondents were asked to select six to seven values or behaviors from a total of 15 to 16 options provided, which they considered most representative of their perception of organizational Culture. This selection was based on the values or behaviors they most frequently witnessed, heard, and experienced in their daily lives, reflecting their subconscious perception of the Culture developing in the workplace.
5. The survey response options were compiled based on a validated framework, but adjustments were made to fit the institutional context of the Central Statistics Agency (BPS). These adjustments included the integration of BerAKHLAK values indicators and adjustments to the survey's presentation and format to ensure the relevance and understandability of the instrument to respondents.

c. Respondent coverage

The target respondents were all BPS ASN personnel from across Indonesia, excluding high-ranking middle-level officials, employees with study assignment status, and those with leave status outside the state's jurisdiction.

d. Respondent characteristics

The total number of respondents from BPS employees throughout Indonesia who participated in the 2024 SBO was 16,994, representing 99.3% of the total population of 17,011 employees.

e. Method of analysis

An analysis of the number of votes obtained from 39 core values or behaviors representing the core values of BerAKHLAK was conducted by grouping each core value into seven main categories: Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. This calculation process aims to identify the extent to which respondents' perceptions reinforce each core value through the choice of values they consider most relevant to real conditions in the work environment. Each value or behavior selected by respondents is accumulated based on its relationship to a particular core value, then analyzed using a predetermined calculation formula to obtain a quantitative picture of the dominance of specific values in the perception of organizational Culture.

f. BPS Moral Implementation Index

The implementation index represents the level of implementation of BerAKHLAK values that are embedded in the daily work behavior of employees within an organization. The implementation index score is obtained based on the average percentage score of the parent values. The following is the range of the BerAKHLAK implementation index:

**Table 1.** Range of the Moral Implementation Index

Category	Index Range	Description
Healthy	75%-100%	The values of BerAKHLAK have become an integral part of daily work behavior and have become a characteristic that represents individuals within the organization.
Quite Healthy	50%-74.9%	Employees have effectively incorporated the values of BerAKHLAK into their daily work behavior.
Not healthy	25%-49.9%	Employees have a low level of implementation of BerAKHLAK values in their daily work behavior.
Very Unhealthy	0%-24.9%	Employees have a very low level of implementation of BerAKHLAK values in their daily work behavior,

The implementation of ASN BerAKHLAK at the Jepara Regency BPS is reflected in the results of the ASN BerAKHLAK core values measurement in the 2024 Organizational Culture Survey (SBO), as presented in the following implementation index table. This indicates that the BPS Jepara Regency is in the relatively healthy category, with a percentage of 65.86%. This means that employees have effectively implemented BerAKHLAK in their daily activities.

In addition, there is a summary of suggestions and input regarding the implementation of ASN BerAKHLAK according to the 2022 Organizational Culture Survey (SBO), as follows:

1. The implementation of ASN BerAKHLAK core values has been carried out routinely, but there is a need for rationalization of activities by increasing external collaboration and strengthening sectoral statistics.
2. A good work culture and environment must be maintained and continually improved.
3. Enhance work comfort by respecting and appreciating one another among employees.
4. It is essential to consider work-life balance and activities that enhance family and brotherhood within work units and teams.
5. The need to re-implement the use of work uniforms, foster a culture of politeness, and promote etiquette among millennial employees within the BPS environment.
6. Collaboration between employees needs to be improved, rather than fragmented.
7. It is essential to acknowledge mistakes, implement improvements, and address problems promptly when they arise.
8. Strengthening work culture, improving facilities and infrastructure, and developing team member competencies need to be done fairly and evenly.
9. It is essential to maintain togetherness in the workplace and increase discipline to enhance work creativity.
10. Pay attention to the implementation of ASN BerAKHLAK and provide opportunities for self-development to employees.
11. The results of the Organizational Culture Survey will be used to improve the system, not just as a mere survey.
12. BPS needs to be more adaptive to change.
13. The Culture of discussion, self-development, and competence needs to be enhanced by creating a supportive work ecosystem.
14. Service is the responsibility of all employees, regardless of their position.
15. A culture of accepting advice and sharing information is needed.
16. Work culture should motivate employees to strive for excellence.
17. The need for openness, impartiality, and a conducive work environment.
18. It is necessary to improve the working atmosphere to be comfortable, orderly, and empathetic.
19. Respecting differences to achieve organizational goals.
20. The importance of implementing the values of BerAKHLAK to improve performance effectively and efficiently.
21. Concrete implementation in daily work needs to be considered. The transformation of work methods requires the support of mature planning as a guideline for working together.

## CONCLUSION

Based on the results of data analysis and empirical findings obtained in this study, it can be concluded that the implementation of organizational culture and work culture that refers to the " Core Values " of ASN BerAKHLAK at the Central Statistics Agency (BPS) of Jepara Regency shows a condition that is in a reasonably healthy category, with an achievement percentage of 65.86%. This achievement indicates that the fundamental values of

BerAKHLAK have begun to be internalized and applied by employees in their daily work activities. However, further efforts are still needed to improve understanding and consistency of implementation to achieve a more ideal category in strengthening an organizational culture that is imbued with integrity and service-oriented. Nevertheless, the Jepara Regency Statistics Agency (BPS) must continue to improve its organizational and work Culture from a reasonably healthy to a healthy category. Furthermore, the BPS Regency must evaluate suggestions and input regarding the implementation of this managerial and work Culture. This conclusion is based on an analysis of the extent to which the BerAKHLAK values—Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative—have been implemented in the institution's daily activities.

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