

## **Implementation State Civil Apparatus (ASN) Core Values at RSUD Banten**

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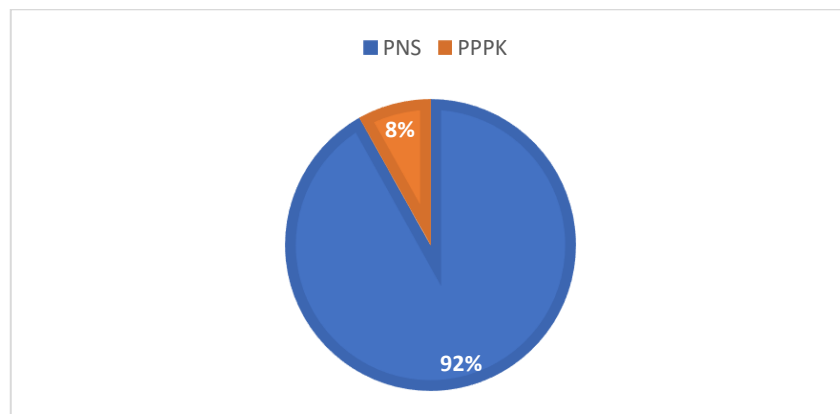
### **ABSTRACT**

President Joko Widodo officially introduced the State Civil Apparatus (ASN) to core values and employer branding. As a public servant, policy implementer, and unifier of the nation, ASN plays a critical and strategic function, requiring unity of steps in the concept and work methods from the national government to local governments. The goal of these basic principles is to develop civil servants' culture so that they can operate professionally, particularly in the delivery of public services. The mentality issue in dealing with work pressure and change or disruption that necessitates a shift in thought and innovation has not been entirely resolved. A service-oriented mentality is one of the key values. RSUD Banten is one of the public-sector health-care organizations in Banten Province. With the establishment of RSUD Banten, it is envisaged that the needs of public health services in Banten Province can be satisfied to the greatest extent possible, one of which necessitates professional implementing human resources as service providers. The research method uses qualitative methods with a descriptive approach. Data analysis techniques using the model of Miles et al. The results showed that BerAKHLAK's core values have been implemented well by employees at RSUD Banten.

**Keywords:** Civil Apparatus of the State; Core Values; Health; Public Service

### **INTRODUCTION**

Civil Apparatus of the State, hereinafter abbreviated as ASN according to Law Number 5 of 2014, is a profession for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who work in government agencies. Furthermore, in Article 4, it is stated that Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, appointed as civil servants on a permanent basis by civil service supervisory officials to occupy government positions. The State Civil Apparatus (ASN) is a primary element of the state apparatus which has an important role in determining the success or failure of the government in carrying out development. Human resources (HR) are important assets in a government agency as planners and organizational actors. Currently, ASN performance is still often questioned in every government agency. This is because the quality of ASN does not match what is expected due to lack of expertise and lack of motivation of ASN in providing excellent service to the community. The following is ASN data in Indonesia:



**Figure 1**  
**Number of ASN in Indonesia as of June 2023**  
(Source: Deputy of Civil Service Information System NCSA, 2023)

Based on the Figure 1 shows that the number of civil servants is almost 92% or 3,992,766, while for PPPK it is 8% or 351,786. So the total ASN as of June 2023 in Indonesia is 4,334,552.

ASN has an important role in determining the success of good governance and national development. According to Article 12 of Law Number 5 of 2014, civil servants act as planners, implementers, and supervisors of the implementation of public duties of government and national development through the implementation of professional public policies and services, free from political intervention, and clean from corruption, collusion, and nepotism. Based on this, civil servants in carrying out their duties are required to have professionalism. According to Kadarisman (2018), professionalism concerns the compatibility between the abilities possessed by the bureaucracy with task requirements. In this case, professional civil servants are those who are able to carry out duties of the highest quality, especially related to public services.

Organizational change including cultural value attributes is beneficial for the survival of the organization, without change it can be ascertained that the age of the organization will not last long (Suwaryo et al., 2016). The value of organizational culture is a pillar of transformation. Transformation can occur when organizations try to overcome dilemmatic situations and internal and external crises of the organization (Alvesson & Sveningsson, 2016). According to Alvesson & Sveningsson (2016), cultural change generally begins with an organizational crisis (vicious cycle), which is when the organization tries to overcome critical situations, both from within the organization and from outside the organizational environment.

To realize a professional civil servant in carrying out their duties, core values are needed that are internalized and actualized so that it becomes a good work culture. Organizational sustainability predicted by the implementation of cultural values which operationalized in work behavior (Prastowo & Suhariadi, 2023). Core values of the public sector differ from those of the private sector (Elg et al., 2017). This difference is due to differences in goals between public organizations and private organizations. However, core values are equally important for employees of public organizations as well as private organizations. Core values have been viewed as one important way that both private and public sector institutions can improve organizational effectiveness and enhance employee attitudes and behaviors (Ferguson & Milliman, 2008). Leaders have an important role in socializing core values to their employees at all levels of work.

Ferguson & Miliman (2008) suggest that spiritual leadership philosophy is needed for organizational executives to articulate, communicate, and implement truly meaningful and authentic core values. The process of internalizing core values is not easy. Research conducted by Syaputra et al (Syaputra et al., 2023) shows that the process of transformation, socialization, and internalization is not an easy thing that results in the formation of a network of change agents in the environment who play an important role as catalysts, drivers of change, problem solvers, and mediators.

The President of the Republic of Indonesia, Joko Widodo, on July 27, 2021, which coincided with the 62nd anniversary of the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, officially launched the core values of ASN BerAKHLAK and ASN's employer branding "Proud to serve the nation". This is in accordance with the Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding of the State Civil Apparatus. The launch of ASN BerAKHLAK's core values and employer branding aims to strengthen ASN's work culture through uniformity of basic values. ASN's core values become a habit that is carried out continuously and repeatedly in the implementation of ASN's duties so as to improve ASN's competence in the implementation of public services and professionalism. In addition, the existence of ASN core values can be ASN's strength in facing the development and change of information technology and digital transformation that is growing rapidly in the era of revolution 4.0. The core values or basic values of ASN, namely BerAKHLAK which stands for Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative.

In developing countries such as Indonesia, the problem of service organization in the public sector has not fully satisfied the public, considering the weak bureaucratic system that is often faced and felt by the community (Kadarisman, 2018). Civil servants as service providers must be able to improve the weak bureaucratic system which is one of the problems of public services in various fields in Indonesia, both in the fields of education, licensing, population, health, and so on.

One of the efforts of the Banten Provincial Government in meeting the needs of Banten public health services is the establishment of the Banten Regional General Hospital (RSUD) which was officially operated on October 3, 2013. RSUD Banten was established based on the Decree of the Minister of Health Number: 01/36/KLS/Kes/BKPM/2015 is a hospital owned by the Banten Provincial government with a class B type hospital. This is stated in the Regional Medium-Term Development Plan (RPJMD) of Banten Province for 2017-2022, where one of its missions is to increase access and equity of quality health services which aims to realize increased access and quality of health services. In line with this, RSUD Banten has a vision of "Reliable and Trusted Hospital" as a commitment to provide the best health services to the community. In realizing this goal, professional civil servants are needed who are able to actualize the basic values of ASN BerAKHLAK in carrying out their duties in all hospital lines.

Based on this presentation, the purpose of writing this article is to analyze the implementation of the core values of the State Civil Apparatus at RSUD Banten. The core value of ASN is Ber-AKHLAK which stands for Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative in accordance with the Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding of the State Civil Apparatus.

## METHOD

The research method employed in this study, descriptive research with a qualitative approach, is well-explained and aligns with the nature of the research topic. Descriptive research aims to accurately describe a research problem, the what, how, when and where answers, that is why descriptive research is an important type of research (Sahin & Mete, 2021). According to Arifin (Agustinova, 2015), qualitative research is a research procedure that is carried out naturally in accordance with conditions that occur in the field without any engineering and the type of data collected is descriptive data. The data sources used are primary and secondary data sources. Creswell (Rukajat, 2018) explains that a qualitative approach is an approach to constructive knowledge statements based on constructive perspectives (for example, meanings derived from individual experiences, social and historical values, with the aim of building certain theories or patterns of knowledge), or based on participatory perspectives (for example: orientation towards politics, issues, collaboration, or change), or both. Data collection techniques use observation, documentation studies, and interviews. The data analysis technique in this research is an interactive analysis model developed by Miles et al (Miles et al., 2014).

## RESULT AND DISCUSSION

### Result

The core values or basic values of ASN, namely BerAKHLAK which stands for Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Each of these core values has a behavioral guide that is embodied in the embodiment of ASN behavior at work.

#### a. Service Oriented

Civil servant integrity in delivering public service is the heart and soul of public sector governance worldwide (Khanal et al., 2022). Research conducted by Khanal et al (2022) shows that civil servants' integrity in public service was positively affected by civil servants compliance with rules, their responsiveness in delivering service, their service on time, their hassle-free service, and their adequate salary, whereas negatively affected by civil servants prior network/connection with citizens and their asking or receiving a bribe for public service. Therefore, innovative governance approaches and appropriate policies are needed to build and maintain the integrity of civil servants in the future.

In Indonesia, service-oriented basic values are related to the function of civil servants as public servants. According to Law Number 25 of 2009 concerning Public Services, public services are activities or series of activities in order to fulfill service needs in accordance with the laws and regulations for every citizen and occupation of goods, services, and/or administrative services provided by public service providers. Based on this, the duty of public servants is to provide goods, services and/or administrative services needed by the community. The importance of service-oriented values for an ASN is to produce a paradigm of thinking that civil servants must optimally provide excellent service to the community (Mirdin, 2021). Quality public services are the vision of Bureaucratic Reform as stated in Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, which states that the vision of Bureaucratic Reform is a world-class government characterized by quality public

services.

Service-oriented values are reflected in the vision, mission, and work culture of RSUD Banten. Vision of RSUD Banten, which is a Reliable and Trusted Hospital. In providing health services, the most important thing is to build public trust in RSUD Banten by realizing the mission which is a description of the vision, namely: (1) Improve service quality; (2) Developing HR competencies in all hospital lines; (3) Develop hospital facilities and infrastructure according to attractive reference hospital standards; (4) Provide courteous, timely, transparent, and accountable services; and (5) Actively support government programs in the health sector in accordance with the RPJMD of Banten Province. While the work culture of RSUD Banten is B-OPAL, which stands for Bangkit, Objective, Professional, Attractive, and Loyal. The word B-OPAL was inspired by black opal, which is a type of stone found in the Kalimaja area, Tangerang, Banten. Service-oriented values in ASN's core values have three behavioral guidelines, namely: (1) Understand and meet the needs of the community; (2) Friendly, dexterous, solutive, and reliable; and (3) Make continuous improvements (Mirdin, 2021).

The first code of ethics or code of conduct of the basic values of service-oriented civil servants is to understand and meet the needs of the community. The implementation of this code of ethics, namely the availability of adequate health service facilities, namely outpatient services, inpatient services, emergency rooms, and supporting services as a fulfillment of the needs of the community in the health sector. Outpatient services, consisting of: Digestive Surgery Polyclinic, Vascular Surgery Polyclinic, Children's Heart Polyclinic, Internal Medicine Polyclinic, Gynecology Polyclinic, Children's Polyclinic, General Surgery Polyclinic, ENT Polyclinic, Neurosurgery Polyclinic, Orthopedic Polyclinic, Genital Skin Polyclinic, Occupational Medicine Polyclinic, Lung Polyclinic, Heart Polyclinic, Nerve Polyclinic, Mental Medicine Polyclinic, Dental Conservation Polyclinic, Oral Surgery Polyclinic, Anesthesia Polyclinic, Installation Medical Rehabilitation, Hyperbaric Installation, and Forensic Installation. Supporting services consist of Clinical Pathology and Anatomical Pathology Laboratory Installations, Radiology Installations, and Pharmaceutical Installations. The inpatient services are Class 1 Inpatient Room, Class 2 Inpatient Room, Class 3 Inpatient Room, VIP Inpatient Room, VVIP Inpatient Room, Isolation Inpatient Room, VK Room, One Day Care (ODC), Emergency Observation Care, NICU/PICU Room, ICU Room, Perinatology Room, etc. In addition to the availability of adequate health facilities and supported by quality medical equipment, health services at RSUD Banten are intended for general patients, patients with BPJS, and patients with SKTM (Certificate of Incapacity). RSUD Banten has even become a Covid-19 Referral Hospital in Banten Province that functions to provide health services to Covid-19 patients. On March 16, 2022, Banten Governor Wahidin Halim inaugurated the eight-story building of RSUD Banten as a form of commitment to providing access and quality health services for the community.

The second code of ethics or code of conduct from the basic values of service-oriented ASN is friendly, dexterous, solutive, and reliable. According to observations, service officers are very friendly and informative, officers provide good service according to applicable procedures from front to back so that it makes it easier for visitors to obtain the information needed. To improve the quality of health services, in August 2023 RSUD Banten launched the 3S Excellent Service Officer Innovation Service program (Smile, Greetings, and Greetings). The 3S excellent service officer will be in charge of serving all customers of RSUD Banten consisting of one 3S excellent service officer and one supervisor appointed to assist customers who need assistance, both assistance in the form of information needs related to services at RSUD Banten and obstacles or problems faced by customers related to service.

The third code of ethics or code of conduct of the basic value of service-oriented ASN is to make continuous improvements. In each service line, patient satisfaction boxes and suggestion boxes are provided for visitors or patients. In each service line, patient satisfaction boxes and suggestion boxes are provided for visitors or patients. Through the Public Relations and Health Promotion Installation, there is a complaint service unit at RSUD Banten which can be submitted through online media or can be directly submitted to the Public Relations and Health Promotion Installation Complaint Service Unit of RSUD Banten. The complaint service unit through online media can be submitted through twitter, facebook, instagram, youtube, email, whatsapp complaint service, SP4N LAPOR, and E-KOMPLAIN. The Public Relations and Health Promotion team is very responsive in dealing with problems related to complaints from service recipients. Patient satisfaction surveys are also carried out regularly by related fields in order to improve the quality of health services at RSUD Banten.

The primary purpose of public service is the satisfaction of the community (Kusmayadi, 2022). To realize community satisfaction and orderly service, a standard is needed in the implementation of public services (Dewi et al., 2019). The measurement of public satisfaction with public services is contained in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for the Preparation of Community Satisfaction Surveys for Public Service Organizing Units. Community Satisfaction Index (IKM) is information data on the level of community satisfaction obtained from the results of quantitative and qualitative measurements of public opinion in obtaining services from public service providers by comparing their expectations and needs with the aim of determining the level of performance of service units periodically as material for policy determination in order to improve the quality of public services in the future. The Community Satisfaction Index (IKM) for RSUD Banten services in 2022 is presented in Table 1 below:

**Table 1**  
**Community Satisfaction Index (IKM) for RSUD Banten Services in 2022**

No.	Service Element	Conversion Interval Value (NIK)	Quality of Service	Service Unit Criteria
(1)	(2)	(3)	(4)	(5)
U1	Compliance requirements	80,09	B	Good
U2	Procedure conformity	80,00	B	Good
U3	Timeframe suitability	80,82	B	Good
U4	Cost suitability	87,57	B	Good
U5	Product suitability	80,08	B	Good
U6	Officers' alertness	80,12	B	Good
U7	Executor behavior	82,16	B	Good
U8	Complaints service	80,53	B	Good
U9	Facilities and infrastructure	78,67	B	Good
<b>Community Satisfaction Index (IKM)</b>		<b>81,11</b>	<b>B</b>	<b>Good</b>

(Source: <https://rsud.bantenprov.go.id/> )

Based on Table 1, the IKM results based on the Community Satisfaction Survey held at the end of 2022 at RSUD Banten obtained a number of 81.11 with service quality B which means that the service performance of RSUD Banten in 2022 is in the good category.

#### **b. Accountable**

Accountability is one of the important aspects related to the performance and governance of public sector organizations. Accountability is a key concept of democratic governance that has failed to reach an uncontested definition across academic disciplines (Schillemans et al., 2021). Accountability mechanisms are among the most important means with which governments guard and improve the performance of public sector organizations (Schillemans, 2016). In relation to organizational governance, accountability also has a very important role. To ensure good governance, understanding the way to improve accountability in public sector is very essential (Aziz et al., 2015). If there is no accountability in public organizations, then there is no responsibility and consequences of work. Ensuring accountability in the public sector is a very crucial issue as it could lead to failures in governance, fraud, inefficacy, corruption as well as weak financial management (Said et al., 2018).

The basic value of accountability relates to the responsibility of civil servants as public servants. Accountability refers to the obligation of each individual, group or institution to fulfill the responsibilities of the trust entrusted to them (Handoko, 2021). There are three perspectives on the effect of public accountability (Bovens, 2007), namely: (1) Public accountability is very important from a democratic perspective because it helps citizens to control them over public office holders (democratic perspective); (2) Prevention of corruption and abuse of power (constitutional perspective); and (3) Improving government effectiveness (learning perspective).

Accountability is also related to the code of ethics. The ASN code of ethics is contained in Law Number 5 of 2014 concerning the State Civil Apparatus. The code of ethics for the State Civil Apparatus is a guideline for attitudes, behavior, and actions in carrying out their duties. The professionalism of public services by State Civil Apparatus is less than optimal and there are still many convoluted, inefficient bureaucracies in carrying out public services and in carrying out many tasks that are not based on professionalism and competence, according to the qualifications of the field of science they have and are subject to the principle of, principles, basic values, as well as a code of ethics and code of conduct (Triono et al., 2022). The value of accountability is very important to improve the professionalism of civil servants through the implementation of a code of ethics.

The basic value of accountability relates to the responsibility of civil servants as public servants. Accountable in ASN's core values have three behavioral guidelines, namely: (1) Carry out duties honestly, responsibly, carefully, disciplined and with high integrity; (2) Use state wealth and property responsibly, effectively, and efficiently; and (3) Not abusing the authority of the office (Handoko, 2021).

The first code of ethics or code of conduct from the basic values of accountability, namely carrying out duties honestly, responsibly, carefully, disciplined and with high integrity. The implementation of this code of ethics can be seen from service delivery officers arriving on time both in all hospital service lines. In addition, the commitment in the construction of integrity zones to realize good governance has been carried out with the formation of the Integrity Zone Team at RSUD Banten. The development of the Integrity Zone at RSUD Banten towards a corruption-free area (WBK) and a Clean Serving Bureaucratic Area (WBBM) is a commitment of all RSUD employees to strengthen integrity and be responsible for becoming a good governance

government. One of these commitments is realized by installing banners for the Integrity Zone of RSUD Banten in every corner or hospital service counter.

The second code of ethics or code of conduct is from the basic value of accountability, which is to use the wealth and property of the state responsibly, effectively, and efficiently. The implementation of this code of ethics is that officers turn off computers when the service has been completed, turn off the lights of the polyclinic room when the service has been completed, turn off the air conditioner when the service has been completed, do not damage hospital facilities and infrastructure, officers and visitors must maintain the cleanliness of the hospital environment by providing trash cans in every corner of the hospital, the use of wifi Special employees are limited only to the implementation of duties, routine maintenance of medical equipment, routine maintenance of ambulances, maintenance of buildings and buildings as well as hospital facilities and infrastructure.

The third code of ethics or code of conduct is from the basic value of accountability, which is not to abuse authority. The implementation of this code of ethics is that officers provide services in accordance with applicable rules or procedures such as patients must queue according to the queue sequence number, provide services objectively and do not discriminate patients, the application of patient rates in accordance with applicable Regional Regulations, and commitment to integrity zones. The role of corporate culture and organizational values (informal control) is seen as particularly relevant to understanding how ethical guidance from organizations (formal control) affects the ethical dimensions of employee behavior (Somers, 2001). As a form of accountability, RSUD Banten has ethical guidelines that aim to increase the capacity of the community of RSUD Banten in carrying out professional ethics and serving in accordance with the hospital's Standard Operating Procedures (SOP). In addition, RSUD Banten has an Ethics and Law Committee as a team to supervise the implementation of professional ethics and ethical guidelines within RSUD Banten. The implementation of accountability is also realized by the publication of Government Agency Performance Reports (LKIP) as an evaluation and response to performance for one fiscal year.

### **c. Competent**

Employees competencies are key to understanding individual performance (Kruijen & Van Genugten, 2020). In their research, Kruijen & Van (2022) suggest that competencies that are important for civil servants are not only competencies associated with three main philosophies, namely governance, traditional Public Administration, New Public Management, and New Public Governance, but competencies related to creativity and self-competence are also very important for civil servants.

Definition of competence/competency in the context of public administration, emphasizing one's ability to perform and complete work either based on the principle of excellence or required by the relevant public administration, with the assumption that the requirement is clear (Triono et al., 2022). It was found out that official duties of a state body require professional knowledge and certain competencies of a civil servant how to properly apply them (Zhulavskiy et al., 2020). There are at least four connotations attached to the term competency (Lodge & Hood, 2005): (1) Subject-expertise or individual accomplishment; (2) The capacity of organizations; (3) Behavioural traits associated with excellence; and (4) The minimum abilities required to tackle specified jobs.

The basic value of competence is related to the ability and expertise of civil servants in carrying out their duties. Competence is a combination of aspects of knowledge, skills, and



attitudes indicated in a person's abilities and behavior according to job demands. Good competence will enable civil servants to carry out their duties better, especially excellent public services so that efforts are needed to improve the competence of civil servants in accordance with the development of science and technology (Jalis, 2021). In an effort to realize a world-class bureaucracy 4.0 (world class government), every ASN employee needs to become a SMART ASN with criteria of nationalism, integrity, global insight, hospitality, networking, mastery of information technology, foreign languages, and entrepreneurship.

Competence values in ASN's core values have three behavioral guidelines, namely: (1) Improve self-competence to respond to ever-changing challenges; (2) Help others learn; and (3) Carry out duties of the highest quality (Jalis, 2021).

The first code of ethics or code of conduct of the basic value of competence is to improve self-competence to respond to ever-changing challenges. The implementation of this code of ethics is to conduct education and training for RSUD Banten employees, both for medical and non-medical personnel in accordance with their fields of duty, both inside and outside the hospital, such as Training on Diagnosis and Assessment of Digestive Surgery Emergency Cases for General Practitioners, Training BTCLS (Basic Trauma and Cardiovascular Life Support), Basic Intensive Nursing Training, Financial Statement Training, APAR (Light Fire Extinguisher) Training, BHD Training (Basic Life Support), and so on. The education and training is carried out in an effort to improve the competence of human resources at RSUD Banten, as for the implementation of education and training, it is the responsibility of the Education and Training Sub-Division.

The second code of ethics or code of conduct of the basic value of competence is to help others learn. The implementation of this code of ethics is the implementation of educational activities as part of health promotion held by the Public Relations Team and Promkes RSUD Banten. This educational activity aims to provide information about health to patients, patient visitors, and the public aimed at improving the degree of public health, including: socialization of non-smoking areas in the hospital environment; socialization of 3M (wearing masks, social distancing, and washing hands) in the hospital environment; education on how to wash hands properly and properly; hypertension and hand hygiene education; health counseling and spiritual guidance for inpatients at RSUD Banten; tuberculosis education, side effects of TB drugs, hand hygiene, cough ethics; and so on. In addition to face-to-face education, RSUD Banten also organizes many talk shows and educational webinars that can be followed by the general public, both through live Instagram and zoom meetings with interesting themes including: talk show "Maintaining Mental Health in a Pandemic Period"; talk show "Early Detection of Cervical Cancer"; talk show "Wise in Using Antibiotics"; talk show "Benefits of Medical Check Up for Health"; health webinar "Hyperbaric Oxygen Therapy and Its Benefits"; health webinar "Management of Acute Coronary Syndrome at RSUD Banten with Cath Lab Facilities"; health webinar "Internal Medicine in Collaboration with Vascular and Endovascular Surgery"; health webinar "Hepatitis: Complications and Management"; and so on.

The third code of ethics or code of conduct of the basic value of competence is to carry out duties of the highest quality. The implementation of this code of ethics is the existence of a Service Declaration as a commitment from all employees of RSUD Banten in providing the best service to the community. RSUD Banten has employees who are competent in carrying out their duties as public servants. Employee competence is the main supporting factor for RSUD Banten in achieving plenary accreditation. In March 2023, RSUD Banten received Plenary Accreditation from the Hospital Accreditation Institute (LARS), meaning that RSUD Banten has met the

accreditation standards of the Ministry of Health of the Republic of Indonesia with Plenary Quality Standards. Systematic literature research from Araujo et al (Araujo et al., 2020) suggests that accreditation may have a positive impact on efficiency, safety, effectiveness, timeliness and patient-centeredness. This accreditation is a form of commitment in an effort to improve the quality of health services for the people of Banten.

#### **d. Harmonious**

Working environment conditions can be both a support and an obstacle for civil servants at work. A harmonious work environment can shape and motivate civil servants to continue learning to improve their quality, especially for their work goals. The workplace is becoming a site of learning for employees, intending to equip employees with the skills and knowledge demanded by the world of work (Birhanu et al., 2022). Research conducted by Zulfikar et al (Zulfikar et al., 2019) shows that a conducive work environment will increase employee motivation, where high activation will build high organizational commitment so that employees who have high organizational commitment will carry out their work optimally and more responsibly. Therefore, it is very important to build a conducive work environment.

Harmonious basic values are related to building a conducive work environment so as to cause comfort in working and can increase the productivity and performance of civil servants. Harmonious values in ASN's core values have three behavioral guidelines, namely: (1) Respect everyone regardless of background; (2) Likes to help others; and (3) Build a conducive work environment (Sembodo, 2021).

The first code of ethics or code of conduct of the basic harmonious value is to respect everyone regardless of background. The implementation of this code of ethics is that officers provide services objectively and professionally without discriminating and looking at the background of service recipients. Officers provide the same service regardless of patient status, both general patients and guarantee patients. In addition, fellow employees also respect each other's differences.

The second code of ethics or code of conduct of the basic value of harmony is to be helpful to others. The implementation of this code of ethics is by providing material and non-material donations to help patients who are struggling, the existence of the Rice Infaq Movement (GIB) of the Assyifa Muhajidin Mosque of RSUD Banten, and there is a team of novice volunteers for corpse advice from RSUD Banten employees.

Performance is very influential on the work environment. Work environment affects the employee morale, productivity and engagement-both positively and negatively, the employees working in the poor work environment are prone to stress, which reduces employee's performance (Ahmad & Ahmad Khan, 2019). The third code of ethics or code of conduct of the basic harmonious value is to build a conducive work environment. The implementation of this code of ethics is by building good relationships with leaders, fellow employees, and service recipients.

#### **e. Loyal**

Loyal values are expected to become the work culture of civil servants. Organizational culture has a correlation with employee loyalty, where efforts to manage organizational culture are related to the formation of employee loyalty (Anggi Sinta, 2022). Work loyalty or loyalty is one of the elements used in employee assessment which includes loyalty to their work, position and organization, employee loyalty is reflected through the willingness of employees to maintain and defend the organization inside and outside the organization from attacks by irresponsible

people (Tantri et al., 2022). Several studies were conducted to analyze the factors that influence employee loyalty in public institutions. Research conducted by Sondak (Sondak, 2019) shows that there are three factors that affect employee loyalty, namely rational factors (salary and benefits), emotional factors (work environment), and personality factors (characteristics of each employee). Indicators of loyalty according to Onsardi et al (Onsardi & Thamrin, 2017), namely obeying rules, being able to carry out the tasks given, willingness to cooperate, as well as a sense of belonging and work attitude.

The basic value of loyalty relates to loyalty to the nation and state. Loyalty values in ASN's core values have three behavioral guidelines, namely: (1) Upholding the ideology of Pancasila, the Constitution of the Republic of Indonesia Year 1945, loyal to the Republic of Indonesia and the legitimate government; (2) Maintain the good name of fellow civil servants, leaders, agencies, and the state; and (3) Keeping office and state secrets. The keywords to write the guidelines for loyal behavior, namely commitment, dedication, contribution, nationalism, and devotion (Rahmanendra, 2021).

The first code of ethics or code of conduct of loyal basic values is to uphold the ideology of Pancasila, the 1945 Constitution of the Republic of Indonesia, loyalty to the Republic of Indonesia and the legitimate government. The implementation of this code of conduct is to follow flag ceremonies on major anniversaries; Willing to sacrifice time, energy, thoughts for the benefit of the agency, such as being willing to work on Eid Day, willing to work with the shift system in order to provide the best service for patients. In addition, during the Covid-19 pandemic, employees, especially health workers, are committed and ready to work in supporting hospitals as Covid-19 referral hospitals.

The second code of ethics or code of conduct from the basic value of loyalty is to maintain the good name of fellow civil servants, leaders, agencies, and the state. The implementation of this code of ethics is to uphold ethics both inside and outside the agency by maintaining attitudes, words, and deeds; remain patient and professional in dealing with patients of different characters; Stay away from conflicts and disputes.

The third code of ethics or code of conduct of loyal basic values is to keep office and state secrets. The implementation of this code of ethics is not to divulge and/or disseminate patient medical records. In addition, do not spread hospital news or information that leads to negative opinions to the public.

#### **f. Adaptive**

Every organization must have an adaptive nature in responding to changes in its environment in order to maintain existence and be able to survive in change. Public organizations must also be adaptive in responding to the needs of society. One of the changes that has become a challenge for public organizations is the industrial revolution 4.0 which changes the ways of manual work to be digital-based. Information technology is a reality of our days, and the future means digitalization, so the public sector cannot be absent from this natural evolution of things (Crîșmariu (Șomîtcă) & Șomîtcă, 2021). Public sector organizations are moving from digitalization toward digital transformation (Ylinen, 2021). In addition to the changes that occurred due to the industrial revolution, the Covid-19 pandemic that occurred in 2019 also required public sector organizations to be able to carry out public services online or remotely. These environmental changes demand transformation in public organizations.

Adaptive baseline values relate to the ability to adapt to change. This ability can produce creativity and innovation that makes it easier for civil servants to carry out their duties. Adaptive

values in ASN's core values have three behavioral guidelines, namely: (1) Quickly adjust to change; (2) Continue to innovate and develop creativity; and (3) Act proactively (Suwarno, 2021).

The first code of ethics or behavioral guide of adaptive basic values is to quickly adjust to change. The implementation of this code of ethics is that RSUD Banten is able to become a Covid-19 Referral Hospital in Banten Province during the Covid-19 pandemic and is able to provide the best health services to Covid-19 patients. The willingness of medical and non-medical personnel to become a Covid-19 team is extraordinary in the midst of rampant Covid cases that have claimed many lives. In addition, in this era of digital transformation, RSUD Banten has utilized social media such as whatsapp, instagram, facebook, twitter, youtube, and websites in providing information about RSUD Banten. In addition to the direct complaint mechanism, RSUD Banten has a complaint service unit that can be submitted online through a digital platform. This is to be done so that the complaint process can be followed up quickly and efficiently and make it easier for the community to provide evaluation as service recipients.

The second code of ethics or code of conduct of adaptive basic values is to continue to innovate and develop creativity. The implementation of this code of conduct is the launch of innovative services, namely: Outpatient Shuttle Service; HOT (Hyperbaric Oxygen Therapy) Service; Cath Lab Services; Outpatient Covid Polyclinic; Conservation of teeth in a negative pressure room; Confalescent plasma donor; Muslim female corpse nurse volunteers infected with Covid-19; and the launch of the SIPALAWA application (Registration and Service System Through Whastapp) which aims to provide ease of online patient registration to the Outpatient Poly of RSUD Banten. In addition, with SIPALAWA, patients can more easily access information at RSUD Banten in an integrated manner and provide customer satisfaction surveys. In addition, in August 2023, RSUD Banten launched the 3S Excellent Service Officer Innovation Service Program (Smile, Greetings, Sapa) in order to improve the quality of health services.

The third code of ethics or code of conduct of the adaptive basic value is to be proactive. The implementation of this code of ethics is that there are work teams in supporting the implementation of public health tasks and services, such as Accreditation Teams, Vaccination Teams, Health Teams, Integrity Zone Teams, Health Program Public Relations Teams, Novice Volunteer Teams, and so on. In addition, the existence of 3S Prima Service officers who are tasked with helping customers who need assistance is one manifestation of a proactive attitude towards service recipients.

#### **g. Collaborative**

Collaboration is important in public organizations. The implementation of public services can be carried out effectively and efficiently if it involves other parties outside the organization, called stakeholders. In the study of public administration known as collaborative governance. Through collaborative governance, a public-sector institution involves other community stakeholders in carrying out a strategic learning process aimed at framing public value, its drivers, and the strategic resources needed to affect community outcomes (Ansell & Gash, 2008).

The basic value of collaborative relates to mutually beneficial cooperation and partnership. Collaborative values in ASN's core values have three behavioral guidelines, namely: (1) Provide opportunities for various parties to contribute; (2) Be open in working together to generate added value; and (3) Mobilize the utilization of various resources for common purposes (Sejati, 2021).

The first code of ethics or code of conduct of a collaborative core value is to provide opportunities for various parties to contribute. The implementation of this code of ethics is to provide opportunities for students to do fieldwork practice or internships at RSUD Banten,

provide a broad forum for employees to discuss and exchange opinions for improving service quality, and provide openness to the service recipient community to evaluate the services provided. In addition, in July 2023 RSUD Banten also held a Public Consultation Forum (FKP) which was attended by stakeholders in the context of reviewing community service standards. Through the forum, every stakeholder can contribute to improving the quality of health services at RSUD Banten.

The second code of ethics or code of conduct of the basic collaborative value is to be open in working together to produce added value. The implementation of this code of conduct is RSUD Banten in collaboration (MOU) with Puskesmas in Serang Regency and City which aims to improve access and quality of health services for people in Serang Regency and City areas. RSUD Banten also collaborates with the Faculty of Medicine, Universitas Sultan Ageng Tirtayasa to support the grand design of Banten Province to realize the mission of increasing access to quality health services and as a step to realize the Main Teaching Hospital at RSUD Banten. In September 2023, RSUD Banten was declared to have met the standards of teaching hospitals as the Main Teaching Hospital for the Faculty of Medicine, Universitas Sultan Ageng Tirtayasa from the Indonesian Ministry of Health. In addition to collaborating with the Faculty of Medicine, Universitas Sultan Ageng Tirtayasa, RSUD Banten also collaborates with BPJS Kesehatan Serang Branch, BPJS Employment Serang Branch, Serang Branch Primary Tax Service Office, PT. Jasa Raharja, Bank Banten, and so on.

The third code of ethics or code of conduct of the basic value of collaborative is to mobilize the use of various resources for a common goal. The implementation of this code of ethics is to motivate employees to improve the quality of work, by holding capacity building activities every year as a strengthening of work culture.

## Discussion

The implementation of ASN core values is to strengthen values for ASN employees in carrying out their professional duties, including for ASN employees who work as public servants in the health sector at Banten District Hospital. The birth of a basic value for ASN with AKHLAK can be used as a basic foundation for all ASN to realize professional performance and provide services throughout Indonesia so that they can create a world-class bureaucracy (Tantri et al., 2022). The implementation of ASN core values at the Banten District Hospital is an embodiment of the actualization of the values of Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative in carrying out the task of providing the best health services to the community.

This research aims to analyze the implementation of core values for the State Civil Service at Banten District Hospital. The findings in this research are that service-oriented values are reflected in the vision, mission and work culture of RSUD Banten. The vision of RSUD Banten is a reliable and trustworthy hospital. The work culture of RSUD Banten is B-OPAL, which stands for Awakened, Objective, Professional, Attractive and Loyal. The word B-OPAL is inspired by black opal, which is a type of stone found in the Kalimaja area, Tangerang, Banten. The basic values of service-oriented ASN have three codes of ethics or behavioral guidelines, namely: (1) Understanding and meeting community needs; (2) Friendly, agile, solution and reliable; and (3) Carry out continuous improvements. The new values are prepared based on management's consideration of the main components, their relationships, as well as specific behaviors and instruments that support the cultural change program (Alvesson & Sveningsson, 2016) which will serve as a guide for employees in working by implementing AKHLAK culture (Prastowo &

Suhariadi, 2023). The previous BPS core values, namely professionalism, integrity, and trustworthiness (PIA), have been changed to be Moral. the transformation of BPS's core values from PIA to BerAKHLAK represents a part of this process, as not all core values are being altered (Syaputra et al., 2023).

The basic value of accountability is related to ASN's responsibilities as public servants. The commitment to building an integrity zone to realize good governance has been carried out with the formation of the RSUD Banten Integrity Zone Team. The construction of an Integrity Zone at the RSUD Banten towards a corruption-free area (WBK) and a Clean Serving Bureaucratic Area (WBBM) is a commitment of all RSUD employees to strengthen integrity and be responsible for being a government with good governance. One of the ways in which this commitment is realized is by installing RSUD Banten Integrity Zone banners in every corner or at the hospital service counter. The basic value of competence is related to the ability and expertise of ASN in carrying out their duties. there are still many apparatuses that do not have competence according to their field of work, so it is considered necessary to improve. Budget constraints are circumvented by an in-house training strategy, namely assigning Civil Servants who attend training to transfer their knowledge to colleagues in their respective agencies so that the benefits of the training obtained can be felt by many parties (Kusuma et al., 2023). Implementation of this code of ethics is by providing education and training to Banten District Hospital employees, both medical and non-medical personnel according to their field of work, both inside and outside the hospital, such as Training in Diagnosis and Assessment of Digestive Surgery Emergency Cases for General Practitioners, Training BTCLS (Basic Trauma and Cardiovascular Life Support), Basic Intensive Nursing Training, Financial Report Training, APAR (Light Fire Extinguisher) Training, BHD (Basic Life Support) Training, and so on.

The basic value of harmony is like helping other people. The implementation of this code of ethics is by providing material and non-material donations to help patients in difficulty, there is a Rice Infaq Movement (GIB) at the Assyifa Muhajidin Mosque, RSUD Banten, and there is a team of volunteers for post-mortem corpses from Banten Regional Public Hospital employees. Meanwhile, the implementation of the loyal code of ethics is to take part in flag ceremonies on major commemorative days; Willing to sacrifice time, energy and thoughts for the benefit of the agency, such as being willing to work on Eid days, willing to work with a shift system in order to provide the best service for patients. The basic value of adaptiveness is to quickly adapt to change. The implementation of this code of ethics means that RSUD Banten is able to become a Covid-19 Referral Hospital in Banten Province during the Covid-19 pandemic and is able to provide the best health services to Covid-19 patients. The willingness of medical and non-medical personnel to become the Covid-19 team is extraordinary amidst the increasing number of Covid cases which have claimed many lives. Apart from that, in this era of digital transformation, RSUD Banten has utilized social media such as Instagram, Facebook, Twitter, YouTube and websites to provide information about RSUD Banten. The implementation of this code of ethics is the launch of innovative services, namely: Outpatient Pick-up and Delivery Service; HOT (Hyperbaric Oxygen Therapy) Services; Cath Lab Services; Outpatient Covid Polyclinic; Dental conservation in a negative pressure room; Confalescent Plasma Donor; Volunteer carer for Muslim woman infected with Covid-19; and the launch of the SIPALAWA application (Registration System and Services Via WhatsApp) which aims to make it easy to register patients online at the RSUD Banten Outpatient Polyclinic. In addition, in August 2023, RSUD Banten launched the 3S Excellent Service Officer Innovation Service Program (Smile, Greetings, Sapa) in order to improve the quality of health services.

The basic value of collaboration is being open to working together to produce added value. The implementation of this code of ethics is that the RSUD Banten carries out cooperation (MOU) with Community Health Centers in the Serang Regency and City areas which aims to improve access and quality of health services for communities in the Serang Regency and City areas. In July 2023, RSUD Banten also held a Public Consultation Forum (FKP) which was attended by stakeholders in the context of reviewing community service standards. In September 2023, RSUD Banten was declared to have met the standards of teaching hospitals as the Main Teaching Hospital for the Faculty of Medicine, Universitas Sultan Ageng Tirtayasa from the Indonesian Ministry of Health. In addition, RSUD Banten also collaborates with BPJS Health Serang Branch, BPJS Employment Serang Branch, Pratama Tax Service Office Serang Branch, PT. Raharja Services, Bank Banten, and so on.

Socialization and internalization of BerAKHLAK's core values to employees at RSUD Banten is carried out through various media channels, including social media platforms such as Instagram, Twitter, Facebook, WhatsApp, YouTube, and websites. In social media content, virtual settings, and also twibbons are inserted the use of the BerAKHLAK logo and the hashtag Proud to Serve the Nation. BerAKHLAK's code of conduct has also been published on the Instagram of RSUD Banten. The code of conduct is strengthened by a video of the implementation of BerAKHLAK's core values published on Instagram and Youtube of RSUD Banten. In addition to social media, the use of the BerAKHLAK logo and the hashtag Proud to Serve the Nation is also socialized through physical media, such as the use of banners, banners, billboards, and PowerPoint drafts of exposure materials.

## CONCLUSION

The launch of ASN BerAKHLAK core values which is an acronym for Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, as well as the launch of employer branding "Proud to serve the nation" aims to strengthen the work culture of ASN through uniformity of basic values, especially in the implementation of public services. ASN's core values become a habit that is carried out continuously and repeatedly in the implementation of ASN's duties so as to improve ASN's competence in the implementation of public services and professionalism. In addition, the existence of ASN core values can be ASN's strength in facing the development and change of information technology and digital transformation that is growing rapidly.

One of the efforts of the Banten Provincial Government in increasing access and equity of quality health services is the establishment of RSUD Banten as a referral hospital in Banten Province. RSUD Banten has a vision of "Reliable and Trusted Hospital" as a commitment to provide the best health services to the community. Socialization and internalization of BerAKHLAK's core values to employees at RSUD Banten is carried out through various media channels through social media and physical media. The core values of BerAkhlaq have been well implemented by employees at RSUD Banten in carrying out their duties as public servants. With the implementation of BerAKHLAK core values at RSUD Banten, it is expected to improve the quality of health services which has an impact on increasing public satisfaction and public trust in RSUD Banten.

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