

Implementation of ASN Core Values BerAKHLAK for Pratama High Leadership Officials in Puncak Jaya Regency, Papua Province

H. Tumiran^{1*}, Akbar Silo², Yosephina Ohoiwutun³, Vince Tebay⁴

¹Cenderawasih University Social Sciences Doctoral Program Student

^{2,3,4}Cenderawasih University Social Sciences Doctoral Program

Corresponding Author: H. Tumiran zufar.puja@gmail.com

ARTICLE INFO

Keywords: Core Values, ASN, BerAKHLAK, Pratama High Leadership, Puncak Jaya

Received : 10, September

Revised : 12, October

Accepted: 15, November

©20223 Tumiran, silo, Ohoiwutun, Tebay: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study was carried out with the aim of finding out the application of the basic values of ASN BerAKHLAK for Primary High Leadership Officials in Puncak Jaya Regency. This study used descriptive qualitative method. Where data is obtained from interviews, documentation and literature study. Data analysis is carried out through data presentation, data reduction, drawing conclusions and verification. The results of this study show that Pratama High Leadership Officials in Puncak Jaya Regency have implemented the Basic Values of ASN BerAKHLAK mandated by Law Number 5 of 2014 of the State. In the context of implementing the basic values of ASN, it must be carried out with full responsibility, including among high-level pratama officials in Puncak Jaya Regency.

INTRODUCTION

The State Civil Apparatus as Human Resources in Regional Government organizations has a very important role in achieving the Organization's goals. Important, because Human Resources are a determinant of whether an organization can survive in achieving its goals or not. The success or failure of an organization is influenced by the capacity of its Human Resources (Baihaqi and Wahyuni, 2019). The resources of the State Civil Service (ASN) must be qualified, because they are one of the bureaucratic assets that are expected to realize the ideals of world class government by 2024 (Aprianti, 2020). Therefore, Human Resource capacity and professionalism of the apparatus are very important with the ability and knowledge as well as being skilled in carrying out work tasks (Merahabia and Tebay, 2022). Referring to improving the quality of employee performance, it is strongly supported by the quality of human resources, disciplined work and career progression can be managed well as very important factors that cannot be separated from an organization or government institution (Douw and Aedah, 2021).

Likewise with Puncak Jaya Regency as a regional government organization, the success of this organization in achieving the goal it is also greatly influenced by Human Resources, namely the State Civil Apparatus who work in it. Therefore, the most important aspect that must receive serious attention is human resources, namely ASN who work within the Puncak Jaya Regency Regional Government. This attention is not only from a financial perspective and concerns its welfare, but is also related to the importance of instilling basic values (core values) for the State Civil Service, namely having BerAKHLAK and employer branding for the State Civil Service "Proud to Serve the Nation". ASNs in the Papua region [including Puncak Jaya Regency] must really be able to improve their quality and practice the core values of ASN BerAKHLAK, not just memorize them. Because memorization and awareness are two different things. If you memorize it, you don't necessarily realize it, but if you are aware you will certainly apply every ASN value with BerAKHLAK in every life (Watungadha, 2022).

As is known, in order to build the character of State Civil Apparatus who are professional in carrying out public services, and have the same ASN core values in strengthening work culture. In relation to this, the Government has provided directions aimed at ensuring that all Government and Regional Agencies can implement the core values of ASN BerAKHLAK and ASN employer branding "Proud to Serve the Nation", this direction was strengthened by the issuance of a Circular Letter from the Minister of State Apparatus Empowerment and Reform Bureaucracy Number 20 of 2021 concerning Implementation of ASN Core Values and Employer Branding. The basic values of BerAKHLAK and employer branding Proud to Serve the Nation are established, because the values basic value ASN, which currently still varies in each ministry, institution and regional government, needs to be standardized (Ministry of PUPR's ASN Work Culture Module Book, 2021)

Quoting the statement of the President of the Republic of Indonesia Joko Widodo, "ASN is not an official who asks to be served, who is in style like

former colonial officials. ASN must have a spirit of service to help the community. ASN who serve as central employees and regional employees must have the same core values. Currently the world is becoming completely hybrid, completely collaborative. "There can no longer be egos, whether sector egos, regional egos and knowledge egos" (BKN, 2022). These core values are a milestone in strengthening work culture, which is not only carried out by ASN at the central level but also at the regional level (Syaifulloh, 2023). The basic value of ASN BerAHLAK is a must to be carried out with full responsibility as a foundation for a more professional ASN work culture. Wherever he is, an ASN in carrying out his duties must uphold the basic values as well as the same motto, both for employees at the central level and those at the regional level. Remembering that bureaucracy is the main motor in development which is driven by human resources (HR) apparatus.

The State Civil Service is a profession that should be proud to serve the nation. Why is the ASN profession something to be proud of because it gets fair recognition and appreciation, is given the opportunity to improve its competency as widely as possible, and is given open opportunities for a career. So, with this sense of pride, it is hoped that the State Civil Apparatus will be able to balance the organization's hopes and expectations for itself, one of which is by continuing to improve performance continuously, continuing to learn in order to increase personal capacity, and adapting behavior to core values. So that through all of this, it can determine the success or failure of the Puncak Jaya Regency Regional Government in achieving its goals.

The launch of the State Civil Apparatus BerAKHLAK core values was carried out with the aim of unifying basic values for all State Civil Apparatus in Indonesia, to serve as the foundation for a more professional work culture. Where BerAKHLAK is an acronym for Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative [the acronym BerAHLAK in Indonesian is Berorientasi Pelayanan, Akuntabel, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif] (Pratiwi, 2021). It is hoped that the BerAKHLAK values that we always proclaim will not only become a record on paper, but can also always be embedded in every State Civil Apparatus as an extension of the state in fulfilling its duties and functions as policy implementer, public service, and glue and unifying the nation in order to realize the goals and ideals of the Indonesian Nation (BKN, 2022). The basic values of the State Civil Apparatus and the employer branding of the State Civil Apparatus "Proud to Serve the Nation" are actually in line with the "new public service" public administration paradigm, namely better service. Democratic, Fair, Honest, Equal, Accountable and Non-Discriminatory (Denhardt & Denhardt, 2003). The new public service concept, according to Ilham, (2021) places more emphasis on providing services to a more democratic society. As is known, in order to build the character of the State Civil Service which is professional in carrying out public services, and has the same core values of the State Civil Service in order to strengthen work culture, every government agency, both central and regional, is directed to implement the core The value

of the State Civil Apparatus has BerAKHLAK and employer branding of the Civil Apparatus is "Proud to Serve the Nation".

Based on the description above, this study aims to know to what extent implementation of the core value of the State Civil Apparatus BerAKHLAK and employer branding of the Civil Apparatus "Proud to Serve the Nation" in Puncak Jaya Regency. This research only focuses on Pratama [Primary] High Leadership Officials in Puncak Jaya Regency.

THEORITICAL REVIEW

State Civil Apparatus

The provisions of the law, State Civil Apparatus, hereinafter abbreviated as ASN, are civil servants and employee government with a work agreement who is appointed by the civil service supervisory officer and is entrusted with other state duties and is paid a salary based on statutory regulations. The State Civil Apparatus is the entire human resource tasked with running the wheels of government from the highest level of government to the lowest level of government, usually called apparatus resources or equivalent to the term state apparatus or government apparatus (Rahman and Bakri, 2019).

State administrators known as civil servants or government bureaucracy are civil servants who are obliged to provide services to the community evenly and fairly as well as being loyal and obedient to Pancasila and the 1945 Constitution. In general, Law Number 5 of 2014 concerning State Civil Apparatus, provides instructions regarding Civil Servants "where the position and role of Civil Servants is very important, because they are state officials, public servants and government implementers in administering government and national development" (Rumere and Silo, 2022).

Currently known as State Civil Apparatus, it is a new term for the profession of Civil Servants, government employees and state officials after the birth of Law Number 5 of 2014 concerning State Civil Apparatus (ASN). Since January 15 2014, through the State Civil Apparatus Law (ASN Law), regulations regarding personnel have been carried out in such a way, both regarding the system and substance of personnel, institutions, management, right down to terminology.

Core Values State Civil Apparatus BerAKHLAK

In responding to fast-paced changes in the strategic environment, it is necessary to have dynamic, responsive, effective and efficient government governance in order to realize excellent public services. Of course, in this era, the State Civil Apparatus also plays a role as an agent of change, which will make the bureaucracy in Indonesia better. As a government institution that carries out the ASN Management function, the State Civil Service Agency has a very important role in supporting the creation of ASN that BerAKHLAK [the acronym BerAKHLAK in Indonesian is *Berorientasi Pelayanan/Service Oriented, Akuntabel/Accountable, Kompeten/Competent, Harmonis/Harmonious, Loyal/Loyal, Adaptif/Adaptive, and Kolaboratif/Collaborative*].

The formation of ASN core values is the government's effort to equalize the opinions and perceptions of ASN in implementing ASN values which are

regulated in Law Number 5 of 2014 concerning ASN. Refer, The State Civil Service Agency, in Watungadha (2022) stated that the formation of BerAKHLAK core values is expected to be a focal point for ASNs in forming a quality work culture, where this can be seen from the performance of ASNs both at the central and regional levels. The implementation of ASN's basic values of BerAKHLAK not only influences the efficiency of ASN performance but also has a wider impact on public trust and long-term sustainability (Fadla et al., 2023).

Primary [Pratama] High Leadership Position

One of the positions of the State Civil Apparatus (ASN) is the High Leadership Position. In Government Regulation Number 11 of 2017 concerning ASN Management, High Leadership Positions can be interpreted as a group of high positions in government agencies. This High Leadership Position is a group of high positions in government agencies, one of which is the Pratama High Leadership Position (Law Number 5 of 2014). The position of State Civil Apparatus (ASN) as stated in Law Number 20 of 2023 concerning ASN is divided into 2 (two), namely; Managerial Positions and Non-Managerial Positions. This Managerial Position consists of; Main High Leadership Positions, Middle High Leadership Positions, Pratama High Leadership Positions, Administrator Positions and Supervisory Positions. High Leadership Positions, including Pratama High Leadership Positions, are high managerial positions that are responsible and play a role in managing, motivating and supporting the development of ASN employees, utilizing resources, and making decisions according to their level of position to achieve organizational goals (Law Number 20 of 2023 concerning Civil Service Country). Before the enactment of this law, Pratama High Leadership Positions were known as echelon II positions which included directors, bureau heads, assistant deputies, secretaries of the directorate general, secretaries of the inspectorate general, secretaries of heads of agencies, heads of centers, inspectors, heads of large halls, assistants of regional secretariats province, regency/city regional secretary, head of provincial service/agency, secretary of the Regional People's Representative Council, and other equivalent positions.

METHODOLOGY

The existence of the method used is a necessity in carrying out a research activity (Sapioper et al., 2022). Departing from this, this research utilizes qualitative descriptive methods. Data source obtained from observations, interviews, and documentation. To obtain supporting data that is relevant to the topic being discussed, the researcher also conducted a literature study. According to Hamzah, in Tebay and Ilham (2023); Ilham et al., (2020); Wambrauw (2023) said that literature study is part of qualitative research which works at the analytical level and emic perspective by obtaining data not based on the researcher's perception but based on conceptual facts and theoretical facts. Next, data analysis was carried out through several stages; data presentation, data reduction, drawing final conclusions and verification. To

draw final conclusions, verification is first carried out as a form of the researcher's thinking framework and with existing data until consensus is reached at an optimal level between the researcher and the information source and with the research team so that validity and accuracy can be obtained (Miles & Huberman, in Ilham, 2020).

RESULTS AND DISCUSSION

Core Values ASN BerAKHLAK

The acronym for ASN BerAKHLAK as explained at the beginning is *Berorientasi Pelayanan / Service Oriented, Akuntabel / Accountable, Kompeten / Competent, Harmonis / Harmonious, Loyal / Loyal, Adaptif / Adaptive, and Kolaboratif / Collaborative*. As the core of ASN's basic values as mandated by State Law (UU) Number 5 of 2014. In the context of implementing the basic values of ASN, it must be carried out with full responsibility, including among high-level pratama officials in Puncak Jaya Regency. The details of implementing ASN values BerAKHLAK for Primary [Pratama] High Leadership Officials in Puncak Jaya Regency are as follows:

Implementation of the Core Values of ASN BerAKHLAK in Primary [Partama] High Leadership Officials in the Puncak Jaya Regency Government

Public Service Oriented. In order to fulfill the needs of the community, Primary High Leadership Officials in Puncak Jaya Regency have implemented this proactively, responsively and carried out in accordance with their respective main duties and functions. This is based on the results of interviews conducted where all informants admitted that in an effort to meet community needs, so far identification has been carried out proactively, responsively and of course carried out based on the main tasks and functions of each agency. In regional government organizations, the division of main tasks and functions is very clear and detailed. This is in accordance with the provisions of existing laws and regulations. Each Regional Apparatus Organization is formed based on Regional Regulations, while the Main Duties and Functions of Regional Apparatus Organizations are outlined in the Puncak Jaya Regency Regent's Regulations.

Meanwhile, in order to resolve every complaint that comes from the public or criticism regarding the implementation of public services by each existing agency. The question asked is whether the resolution of every public complaint has been carried out using a persuasive communication approach? So it is revealed that the Primary [Pratama] High Leadership Officials in Puncak Jaya Regency have made every effort possible to always answer and provide solutions to even the smallest problems being faced by the community. Both constructive criticism and suggestions have been followed up. Nevertheless, it cannot be denied that there is criticism that is irrational in nature without being supported by accurate data, given explanations in accordance with the provisions of the applicable laws and regulations.

The provision of public services must be carried out without discriminating between people in terms of position, ethnicity, race, religion and gender. In Puncak Jaya Regency, the provision of services provided to the

community is of course carried out with the same standards for all parties, regardless of position, position, ethnicity, religion, race and gender. In Law Number 32 of 2004 which has been amended to become Law Number 23 of 2004 concerning Regional Government, it emphasizes that regional governments are positioned more as "servants of the community" (Sokoy et al., 2020). Therefore, as an effort to improve the quality of public services, Benchmarking is one of the efforts that can be carried out to gain insight. Benchmarking is a process that is usually used in management, where an organization, including regional government organizations, can measure and compare its performance against similar activities in other similar organizations, both internally and externally, for the purpose of improving service quality. Regarding this matter in Puncak Jaya Regency, based on the results of interviews conducted it was revealed that in certain fields Technical Guidance is carried out by presenting resource persons who are truly competent in their fields, these resource persons are usually brought from the competent Ministry or Institution.

Accountable, in running the organization, every work carried out must be in accordance with applicable procedures and regulations. For Primary [Pratama] High Leadership Officials in Puncak Jaya Regency where all duties and work assigned have been carried out in accordance with the provisions of applicable laws and regulations. The process of evaluating performance in an organization, including Regional Apparatus Organizations, is an important thing to do with the aim of knowing the extent to which government organizations have effectively made changes towards a high-performing organization as expected. Therefore, every organization and individual in an organization should be ready to be evaluated, in relation to this, every job given to Primary High Leadership Officials in Puncak Jaya Regency has been properly accounted for, where they are willing and ready to be evaluated or examined/audited. This of course aims to ensure that the agency we lead can perform well as expected.

In order to realize the administration of government that is clean and free from corruption, collusion and nepotism and strive to control gratification as a manifestation of employee integrity in carrying out their duties and functions seriously and responsibly. The efforts made by the Puncak Jaya Regency government are to reject all forms of gratification, corruption, collusion and nepotism by trying to gently reject whatever form is given and providing an explanation that things like this are a form of violation of the law so they should not be carried out. Including the use of public facilities, it is prohibited to use them for personal gain. For Primary [Pratama] High Leadership Officials in Puncak Jaya Regency, even though the facilities are very minimal, they try to use them as well as possible. So far, they have used the facilities provided according to their intended purpose.

Talking about conflicts of interest. Of course, this is often when a leader is faced with such problems. Seeing and responding to this (conflict of interest), Primary [Pratama] High Leadership Officials in Puncak Jaya Regency dealt with it by prioritizing professionalism. For them, the interests of the community are something that must be prioritized, so in carrying out their duties and

functions, in accordance with the mandate given, officials in Puncak Jaya Regency continue to be committed to prioritizing the interests of the community rather than personal interests or the interests of certain groups. If faced with a conflict of interest, the efforts made are to try to be open/transparency, take steps to ensure impartiality between the parties, consult or report to superiors anything that is at risk before making a decision.

Competent, Increasing self-competence is carried out to answer ever-changing challenges. Regarding continuous improvement of self-capacity and competence, the steps taken by Primary High Leadership Officials in Puncak Jaya Regency to make this happen are by consulting with competent parties, especially the central government, in addition to always trying to follow technical guidance. - technical guidance or training according to the field of work we want to study. Apart from that, they also try to recognize and explore their own potential according to the agency's needs, by reading every day, doing new positive things, being open to criticism and suggestions, and focusing on goals. Talking about State Civil Service Management (ASN), it is an ASN Management with the aim of producing ASN employees who are professional, have basic values, professional ethics, are free from political interference, free from practices of corruption, collusion and nepotism. The question is whether all applicable ASN management regulations have been implemented in Puncak Jaya Regency. Based on the results of interviews conducted, it was revealed that not all ASN regulations could be implemented 100%, due to situations and conditions, including in this case the existing weather conditions.

Harmonious, for Primary [Pratama] High Leadership Officials in Puncak Jaya Regency, where they view that Harmonious attitudes are a form of mutual respect for everyone regardless of their background. Likes helping others, and building a conducive work environment. So far fair behavior to everyone without views, position, position, background, ethnicity, religion, race and gender. To always maintain harmonization, Primary High Leadership Officials in Puncak Jaya Regency always try to be fair in providing services to the community without having to look at position, position, background, ethnicity, religion, race and gender.

Meanwhile, in an effort to maintain harmonious relationships with colleagues, superiors, subordinates and even other stakeholders. The efforts are to position the boss as a figure who must be respected, appreciated, treat everyone equally, not make personal figures negative leaders in front of employees, set basic rules, take time to maintain good relationships, honest trust and understanding. This includes always communicating through official meetings as well as through non-formal activities such as joint sports and so on. In the context of ideas, input submitted by other people is included in this case as subordinates. Primary [Pratama] High Leadership Officials in Puncak Jaya Regency try to listen to what they are trying to convey or the ideas they want to say, and in turn make them understand what I/we want to convey. The hope is to make them understand in a better way.

Loyal, Maintaining the image of the organization is one manifestation of loyalty. This image is an asset and also a reflection of the organization's identity which will build the good name of the organization, institution and institutions. The efforts made by Primary [Pratama] High Leadership Officials in Puncak Jaya Regency to act and behave in protecting the good name and image of the agency, namely by trying to work in accordance with the provisions of applicable laws and regulations. They continue to strive to be able to anticipate, face or handle a crisis of trust and decline in image that occurs in the agency. Better and maximum service is the key and goal of the organization, because for them trust, satisfaction and loyalty are a priority.

Next, regarding loyalty to the leadership. Primary High Leadership Officials in Puncak Jaya Regency assume that every Leadership decision must be implemented as guidance/direction for subordinates in order to achieve the goals in implementing the program that has been previously created. One form of loyalty is keeping secrets. In this case, one way is to maintain information security, based on the results of interviews conducted, where Primary High Leadership Officials in Puncak Jaya Regency think that every civil servant is obliged to hold or keep secrets which according to the Government must be kept secret. Where confidential information may not be disclosed to other parties who do not have the right to know. Apart from that, for Primary [Pratama] High Leadership Officials in Puncak Jaya Regency who view that this form of loyalty must help maintain the good name of fellow State Civil Servants (ASN), Leaders, Agencies and the State. Where the reflection of a loyal attitude is not only directed at the leadership, but also includes agencies, fellow ASN and the state. In essence, an ASN must show this loyal attitude by always maintaining the secrets of his position and the State.

Adaptive, When in a work environment, a person must be able to adapt. This is then known as adaptive. For Primary [Pratama] High Leadership Officials in Puncak Jaya Regency, adapting to the work environment is done by making the work environment part of family relationships so that harmony is created within it. In this context, they also adapt in the right way, always focused during the work introduction period, being calm when studying and understanding the work environment, communicating naturally, using the right time to get to know each other and making friends, being friendly and polite to everyone.

This is related to adaptation to the work environment, which is no less important trying to study the character of the people around the workplace, including the existing culture and local wisdom. Discussions regarding efforts to adapt to the dynamics of change are carried out by making every effort to provide the best possible service and trying to accommodate the demands and aspirations that are developing in society. Adapting to technological advances is an important thing to pay attention to in the current era of digital technology. Where one of the characteristics that differentiates ordinary leaders from digital leaders is the ability to adapt to changes in the technological environment which continues to develop so rapidly. In this context, Primary [Pratama] High Leadership Officials in Puncak Jaya Regency face technological advances and

digitalization in the modern era by: continuing to adapt, utilizing technology optimally, trying to participate in practical education in the field of technology. Primary High Leadership Officials in Puncak Jaya Regency agreed that if there was a way quickly adapt to any changes. Continue to innovate and develop creativity, and of course act proactively. As Cono and Fatem (2021) say that ASN must adapt with modern civilization, implementing democratization, and maintaining morality in carrying out his duties.

Collaborative, one of the characteristics of collaborative leadership is being willing to accept other people's opinions and suggestions in completing any existing work. This collaborative leadership has been implemented by high-level pratama officials in Puncak Jaya Regency, in the decision-making process they always ask for considerations from subordinates, but the decision remains in the hands of the leadership in an agency. Furthermore, talking about achieving regional development priorities, one of the steps that can be taken is through synergy and collaboration. This synergy and collaboration is important for every regional organization to implement. Collaboration and synergy between existing agencies or regional apparatus organizations in Puncak Jaya Regency are important elements with the aim of increasing the effectiveness and efficiency of performance-based budget utilization.

There are efforts to encourage colleagues, superiors and subordinates to be actively involved in achieving agency goals. Primary [Pratama] High Leadership Officials in Puncak Jaya Regency do this by inviting them to provide motivation and encouragement to fellow colleagues. Meanwhile, their superiors always provide reviews. Communication is closely related to collaborative leadership, as an activity carried out by leaders to their subordinates, including conveying messages, information and tasks through certain media in order to achieve common goals. To build effective communication in coordinating with the work team/subordinates, the Primary High Leadership Officer in Puncak Jaya Regency seeks to build effective communication in coordinating with the work team or subordinates by providing direction and assignments related to the work that will be and is being carried out. This includes providing motivation to remain enthusiastic in working in accordance with their respective areas of duty. Based on the results of interviews regarding efforts to encourage colleagues, superiors and subordinates to be actively involved in achieving agency goals. They (Primary/Pratama High Leadership Officials) try to be able to understand the feelings and thoughts of superiors, colleagues and subordinates, including the difficulties they face, and try to reduce conflicts that occur internally in the agency.

CONCLUSIONS AND RECOMMENDATIONS

Public Service Oriented, In order to fulfill the needs of the community, Primary [Pratama] High Leadership Officials in Puncak Jaya Regency have implemented this proactively, responsively and carried out in accordance with their respective main duties and functions. Regarding community complaints, the Primary High Leadership Officials in Puncak Jaya Regency have made every effort to always answer and provide solutions, no matter how small, to

the problems being faced by the community. Both constructive criticism and suggestions have been followed up. Nevertheless, it cannot be denied that there is criticism that is irrational without being supported by accurate data, given explanations in accordance with the provisions of the applicable laws and regulations. **Accountable**, Primary High Leadership Officer in Puncak Jaya Regency where all duties and work assigned have been carried out in accordance with the provisions of applicable laws and regulations. In order to realize clean governance, the efforts made by the Puncak Jaya Regency government are to reject all forms of gratification, corruption, collusion and nepotism by trying to gently reject whatever form is given and provide an explanation that things like this are it is a form of violation of the law so it should not be carried out.

Competent, regarding continuous improvement of self-capacity and competence, the steps taken by the Primary [Pratama] High Leadership Officials in Puncak Jaya Regency to make this happen are by consulting with competent parties, especially with the central government, in addition to always trying to follow technical guidance or training according to the field of work we want to explore. Apart from that, they also try to recognize and explore their own potential according to the agency's needs, by reading every day, doing new positive things, being open to criticism and suggestions, and focusing on goals. **Harmonious**, for Primary High Leadership Officials in Puncak Jaya Regency, where they view that Harmonious attitudes are a form of mutual respect for everyone regardless of their background. Likes helping others, and building a conducive work environment. Meanwhile, in an effort to maintain harmonious relationships with colleagues, superiors, subordinates and even other stakeholders, this is done by placing superiors as figures who must be respected, appreciated, treating everyone equally, not making personal figures negative leaders in front of employees, setting rules. Basically, take the time to maintain good relationships. **Loyal**, Maintaining the image of the organization is one manifestation of loyalty. The efforts made by Primary High Leadership Officials in Puncak Jaya Regency to act and behave in protecting the good name and image of the agency, namely by trying to work in accordance with the provisions of applicable laws and regulations. **Adaptive**, Primary High Leadership Officials in Puncak Jaya Regency adapt to the work environment by making the work environment part of family relationships so that harmony is created within them. Apart from that, Primary High Leadership Officials in Puncak Jaya Regency continue to adapt, utilizing technology optimally, trying to take part in practical education in the field of technology.

Collaboration and synergy between existing agencies or regional apparatus organizations in Puncak Jaya Regency are important elements with the aim of increasing the effectiveness and efficiency of performance-based budget utilization. There are efforts to encourage colleagues, superiors and subordinates to be actively involved in achievement of agency goals. Primary [Pratama] High Leadership Officials in Puncak Jaya Regency do this by inviting them to provide motivation and encouragement to fellow colleagues.

Meanwhile to the boss they always provide reviews. As a recommendation, in the future, efforts to improve performance for employees in Puncak Jaya Regency, especially for Primary [Pratama] High Leadership Officials, are expected to be able to orient cultural values and ASN values BerAKHLAK based on the principles of new public service with local wisdom. Bearing in mind that pratama high leadership officials essentially function as policy makers and implement policies to ensure that regional government organizations can run well (good governance) which will later be able to provide well-being, educate, empower and protect all communities in Puncak Jaya Regency.

FURTHER STUDY

The research conducted only focused on implementing the basic ASN values of BerAKHLAK for Primary [Pratama] High Leadership Officials in Puncak Jaya Regency. So in the future it is important to carry out similar research by expanding the focus of the study, not only to Primary High Leadership Positions but to all State Civil Apparatus in Puncak Jaya Regency. Apart from that, it is hoped that future research will also try to collaborate on the Basic Values of ASN BerAKHLAK, the new public service concept, and local wisdom adopted by the people of Puncak Jaya Regency which will lead to the discovery of a model in an effort to improve the performance of the State Civil Apparatus in Puncak Jaya Regency.

ACKNOWLEDGMENT

The author would like to express his deepest thanks to all parties who have helped in this research process. Especially to all informants (Pratama High Leadership Officials) in Jaya Regency who have been willing to provide the time and information needed so that this research can be completed until it is published. The author would also like to thank Formosa Publisher for providing the opportunity to publish this article.

REFERENCES

- Aprianti, T. (2020). Analisis Pelaksanaan Aktualisasi Nilai Dasar Asn Oleh Cpn Selama Pandemi Covid-19 (Studi Pada Badan Pengembangan Sumber Daya Manusia Provinsi NTB). *BESTARI*, 1(1), 47-55.
- Badan Kepegawaian Negara. (2022). *Buku Saku Panduan Perilaku Core Values Badan Kepegawaian Negara*.
- Baihaqi, M.B., & Wahyuni, D. U. (2019). Pengaruh Kepemimpinan, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu dan Riset Manajemen*, 8 (4), 1-19.
- Cono, M. Sabrin., & Fatem, Agustinus. (2021). Implementasi Kebijakan Peraturan Bupati Memberamo Raya No. 8 Tahun 2017 Tentang Tim

Penilai Kinerja Dalam Promosi Jabatan Pada Pemerintah Kabupaten Mamberamo Raya. *Jurnal Kebijakan Publik*, 4(1), 21-33.

Denhardt J. V. and R. B. Denhardt. (2003). *The New Public Service; Serving, not Steering*. New York: M.E. Shape.

Douw, Alfius., & Aedah, Nur. (2021). Analisis Kebijakan Peningkatan Kualitas Sumber Daya Manusia, Disiplin Kerja Dan Pengembangan Karir Pegawai Di Dinas Perhubungan Kabupaten Nabire. *Jurnal Kebijakan Publik*, 4(2), 75-91.

Ilham, S. S. M. S. (2021). *E-Governance*. Deepublish.

Ilham, I., Korwa, F. Y., Idris, U., & Muttaqin, M. Z. (2020). Analisis Potensi Dan Strategi Pengembangan Objek Wisata Pulau Asey Besar Danau Sentani Kabupaten Jayapura. *Jurnal Pariwisata Pesona*, 5 (2), 142-155.

Ilham, I. (2020). Kondisi pengusaha Indonesia ditengah pandemi Covid-19. *Civic-Culture: Jurnal Ilmu Pendidikan PKN dan Sosial Budaya*, 4(1 Extra), 59-68.

Kementerian PUPR. (2021). *Modul Budaya Kerja ASN Kementerian PUPR*.

Merahabia., & Tebay, Vince. (2022). Implementasi Kebijakan Pengembangan Kapasitas Aparatur Pemerintah Kampung Nafri Di Distrik Abepura Kota Jayapura. *Jurnal Kebijakan Publik*, 5 (1), 1-14.

Pemerintah Indonesia. (2017). *Peraturan Pemerintah Nomor 11 Tahun 2017 tentang Manajemen ASN*.

Pemerintah Indonesia (2023). *Undang-Undang Nomor 20 Tahun 2023 tentang ASN*.

Pemerintah Indonesia. (2021). *Surat Edaran Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 20 Tahun 2021 tentang Implementasi Core Values dan Employer Branding ASN*.

Pemerintah Indonesia. (2014). *Undang- Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara*

Pratiwi, Y. Ratna. (2021). BerAKHLAK, jadi Core Value ASN , dimanakah nilai Anti Korupsi?. <https://www.djkn.kemenkeu.go.id/kpknl-banjarmasin/baca-artikel/14178/BerAKHLAK-jadi-Core-Value-ASN-dimanakah-nilai-Anti-Korupsi.html> (Diakses, 26 November 2023).

- Rahman, A., & Bakri, R. (2019). Penataan Pengelolaan Aparatur Sipil Negara (ASN) Melalui Dynamic Governance. *Jurnal Konstituen*, 1(1), 1-22.
- Rumere, H. Calvin., & Silo, Akbar. (2022). Implementasi Kebijakan Promosi Jabatan Untuk Peningkatan Kinerja Di Pemerintah Kabupaten Sarmi. *Jurnal Kebijakan Publik*, 5 (3), 137-145.
- Sapioper, H. C., Ilham, I., Kadir, A., Yumame, J., Sriyono, S., Muttaqin, M. Z., ... & Patmasari, E. (2022). Emas Merah Paniai: Kebijakan Pengembangan Ekonomi Rakyat Berbasis Potensi Lokal. *Publikauma: Jurnal Administrasi Publik Universitas Medan Area*, 10(2), 116-126.
- Sokoy, Melda., Ohoiwutun, Yosephina., & Aedah, Nur. (2021). Evaluasi Kebijakan Pembinaan Aparat Dalam Peningkatan Kinerja Pelayanan Publik Di Kampung Yobeh Distrik Sentani Kabupaten Jayapura. *Jurnal Kebijakan Publik*, 3(3), 146-159.
- Syaifulloh. (2023). *Core Values (Nilai-Nilai Dasar) ASN BerAKHLAK Sebagai Patokan WFA (Work From Anywhere)*. <https://bbpmpjateng.kemdikbud.go.id/core-values-nilai-nilai-dasar-asn-berakhlak-sebagai-patokan-wfa-work-from-anywhere/> (Diakses, 26 November 2023).
- Tebay, V., & Ilham, I. (2023). Literature study: the community perception of rowing venue development in women's forest ecosystem, Youtefa Bay, Jayapura City, Papua. *Depik*, 12(1), 76-86.
- Wambrauw, O. O. O. (2023). Tourism Digitalization Through the Implementation of National Tourism Information System "Sisparnas" in Papua Province. *East Asian Journal Of Multidisciplinary Research*, 2(7), 2695-2708.
- Watungadha, F. E. (2022). Peran Widyaiswara Dalam Menerapkan Nilai Nilai Dasar ASN Berakhlak Pada BPSDM Provinsi Papua. *Jurnal Penelitian Bidang Hukum Universitas Gresik*, 11 (4), 281-291.