Transformation, Internalization, and Media Socialization of Core Values for State Civil Apparatus (ASN)

Hendry Syaputra[1*], Aceng Abdullah[2], Nuryah Asri Sjafirah[3]
Pascasarjana Ilmu Komunikasi, Universitas Padjadjaran
Jl. Raya Bandung Sumedang KM.21, Hegarmanah, Jatinangor, Sumedang Regency, West Java 45363
[1]hendry22001@mail.unpad.ac.id, aceng.abdullah@unpad.ac.id, nuryah.asri@unpad.ac.id

Abstract

In 2021, the Ministry of PANRB launched the Core Values and Employer Branding for the State Civil Apparatus (ASN) in Indonesia, known as "BerAKHLAK." This study aims to provide an overview of the transformation, internalization, and socialization of the BerAKHLAK core values within Statistics Indonesia (BPS) as an organizational culture. Additionally, the research will explore the challenges of transforming BPS's existing core values into BerAKHLAK. The study employs a qualitative approach with a triangulation method, utilizing interviews, data archives, and observations. The findings reveal that the transformation, socialization, and internalization process is not an easy task, resulting in the formation of a network of change agents within BPS. These change agents play a crucial role as catalysts, drivers of change, problem solvers, and mediators. Dissemination and internalization of the BerAKHLAK core values among ASN at BPS are conducted through various media channels, including social media platforms such as Instagram, WhatsApp, and YouTube. Additionally, physical mediums like banners, billboards, and logo placements on uniforms, hats, folders, and even PowerPoint drafts used for presentations are utilized. Capacity building activities such as training, benchmarking, workshops, seminars, and focus group discussions are recommended to further enhance development. This study suggests further research on the transformation, internalization, and socialization of the BerAKHLAK core values as an organizational culture in other government institutions.

Keywords: Core Values; BerAKHLAK; Transformation; and Organizational Culture.

Abstrak

Pada tahun 2021, Kementerian PANRB meluncurkan Core Values dan Employer Branding baru bagi Aparatur Sipil Negara (ASN), diresmikan langsung oleh Presiden Joko Widodo, BerAKHLAK dikenalkan sebagai Core Values ASN seluruh Indonesia. Tujuan penelitian ini untuk memberikan gambaran mengenai bagaimana transformasi, internalisasi, dan sosialisasi dari Core Value BerAKHLAK di Badan Pusat Statistik (BPS) sebagai budaya organisasi. Selain itu, peneliti juga akan melakukan elaborasi mengenai tantangan dari transformasi core value yang sebelumnya di miliki BPS menjadi BerAKHLAK.Pendekatan penelitian yang digunakan dalam penelitian ini adalah pendekatan kualitatif dengan triangulasi metode (yaitu wawancara, pengarsipan data, dan observasi). Hasil penelitian ini menunjukkan bukan hal yang mudah untuk melaksanakan transformasi, sosialisasi dan internalisasi maka dibentuk jejaring agen perubahan di BPS yang memiliki tugas sebagai katalis, penggerak perubahan, pemberi solusi, dan mediator. Focus Group Discussion, dan sebagainya. Sosialisasi dan internalisasi nilai-nilai inti ASN BerAKHLAK di BPS juga dilakukan melalui beberapa media, antara lain melalui media sosial (Instagram, WhatsApp, Youtube, dll. Selain itu juga dilakukan spanduk, umbul-umbul, baliho dan penempelan logo BerAKHLAK dilakukan di berbagai media seperti seragam, topi, map bahkan sampai dengan draft power point yang digunakan untuk penyampaian informasi atau kegiatan kedinasan BPS. Selanjutnya perlu dilakukan pengembangan melalui berbagai kegiatan peningkatan kemampuan, antara lain pelatihan, benchmarking, workshop, seminar. Penelitian ini merekomendasikan untuk penelitian yang sama mengenai bagaimana transformasi, internalisasi, dan sosialisasi core value BerAKHLAK sebagai budaya organisasi dilakukan di institusi pemerintah lainnya.

Kata Kunci: Nilai Inti; BerAKHLAK; Transformasi; Budaya Organisasi.

INTRODUCTION

In 2021, the Ministry of Administrative and Bureaucratic Reform launched a new Core Values and Employer Branding for the State Civil Apparatus (ASN). Inaugurated directly by President Joko Widodo, BerAKHLAK was introduced as the Core Values of ASN throughout Indonesia. BerAKHLAK is an acronym for Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative. These ASN Core Values are the core of ASN's basic values in accordance with Law no. 5 of 2014 concerning the State Civil Apparatus (Menpan RB, 2021).

This change step aims to make the bureaucracy more adaptive and faster in providing public services. In addition, proclaiming ASN's core values is the basis for all ASNs to serve the country and society. To do this, of course, the commitment of all components within the organization must be supported (Nurdin, 2021).

This core value is the starting point for strengthening work culture, which is not only applied to ASN at the central level but also to ASN within the scope of local government. As President Joko Widodo's message, ASN who serve as central employees and regional employees must have the same core values. In other words, the core value of BerAKHLAK is a behavioral guide for ASN as an organizational culture.

Robbins (2001) states that every organization has an organizational culture that is different from other organizations, the organizational culture of each organization refers to a system that is shared by all its members (Arianty, 2014). Organizational culture is created, enforced and, if necessary, changed by key organizational leaders and other decision makers (Armenakis et al., 2011). In this case, Jokowi as President who is the leader of all ASN in Indonesia has the authority to change the organizational culture through a new core value, namely BerAKHLAK.

Organizational culture is a system of values, norms and beliefs that apply within an organization. Organizational culture can influence individual behavior within the organization, as well as determine the way of work and interaction between individuals within the organization. According to Schein (2017), organizational culture consists of three layers, namely: a visible layer, a non-visible layer, and an unconscious layer. The visible layer is the layer that is most easily seen and observed by outsiders of the organization. This layer consists of symbols, rituals, and manners that exist within the organization. For example, symbols such as flags, logos, or organizational symbols; rituals such as certain events carried out within the organization, such as an office opening ceremony or an organization's big day celebration; and manners such as greetings or dress codes that must be adhered to within the organization. The invisible layer is the layer that is below the visible layer, but can still be observed and understood by members of the organization. This layer consists of the values, norms, and beliefs that exist within the organization. An example is the core values of an organization.

Value or value is a continuation and result of the basic assumptions of organizational culture. Sobirin (2017) defines value as something that has standards, principles, goals, or social norms that people or groups follow. Core Values or organizational cultural values are called philosophical values that underlie individual behavior and describe organizational practices (Ginting, 2013).

Basic values that must be carried out with full responsibility, and become the foundation of a professional ASN work culture. According to Nadler, "an organization to survive and achieve success needs to make changes, the results of these changes can provide revolution the results of these changes can provide revolution and transformation within the organization,

so that the organization tends to continue to grow" (Tariq, 2015). Therefore, the core values of BPS that previously existed, namely PIA (Professional, Integrity and Trustworthiness) need to be transformed into BerAKHLAK.

Statistics Indonesia (BPS) is a non-ministerial government agency that is directly responsible to the President. Previously, BPS was the Central Bureau of Statistics, which was formed based on Law Number 6 of 1960 concerning Census and Law Number 7 of 1960 concerning Statistics. As a substitute for the two laws, Law Number 16 of 1997 concerning Statistics was stipulated. Based on this Law which was followed up by the laws and regulations below, formally the name of the Central Bureau of Statistics was changed to the Statistics Indonesia (BPS Strategic Plan, 2020).

In the BPS strategic plan (Renstra), the vision set is "A reliable pioneer of statistical data for all". In order to realize this vision, BPS has formulated 3 (three) mission statements, namely: (1) providing quality statistical data through integrated statistical activities, with national and international standards; (2) strengthening a sustainable National Statistics System through development and coordination in the field of statistics; and (3) develop professional statisticians with integrity and trustworthiness for the advancement of statistics. Organization or a movement must be over advance their visions and missions (Simamora, 2019).

The transformation program currently being implemented by BPS aims to realize BPS' ideals of becoming a modern and world-class statistical office. This desire is realized by improving the statistical business processes that are currently used, supported by improvements in information technology, human resources, and organizational alignment. This transformation effort is based on international standards and best practices of statistical offices of other countries that have already carried out the transformation process. To achieve this goal, it is necessary to carry out internalization and socialization of the core values of BerAKHLAK. Kurt Lewin explained that there are three stages that must be changed, including: actions aimed at motivating and preparing individuals for change (unfreeze), transitions from initial conditions to expected conditions (change), internalization processes to new conditions, and actions to make changes. permanent (refreeze) with a supporting mechanism (Ganiem & Kurnia, 2019).

Based on the explanation of this background, the purpose of this study is to provide an overview of how the transformation, internalization, and socialization of the Ethical Core Values in the Statistics Indonesia as Organizational Culture. In addition, the researcher will also carry out an elaboration on the challenges of transforming the core values that were previously owned by BPS to become BerAKHLAK.

RESEARCH METHODS

The study employed a qualitative research approach, which involves gathering comprehensive data through written accounts, verbal expressions, and observed behavior (Moleong, 2012). Qualitative research methods, as described by Sugiyono (2017), focus on studying natural settings, utilizing researchers as key instruments, combining data collection techniques, employing inductive data analysis, and emphasizing the relevance of findings rather than generalization. The main objective of qualitative research, according to Kriyantono (2016), is to provide explanations for phenomena by thoroughly collecting data and prioritizing depth and quality over quantity.

Qualitative research aims to preserve the essence and substance of human behavior and analyze its characteristics, without converting it into quantitative units (Mulyana, 2008). This

descriptive research aims to present a systematic overview or portrayal of the facts, characteristics, and relationships pertaining to the phenomena under study.

The chosen research approach is a case study. Yin (2011) argues that the case study method is an appropriate strategy for research involving how or why questions, situations where researchers have limited control over events, and contemporary phenomena that require tracking. A case study entails studying, explaining, or interpreting a specific case within its natural context, without external intervention. The study aims to shed light on specific decisions, such as why a particular decision was made, how it was implemented, and what outcomes were observed (Yin, 2011).

The object of this research is the Statistics Indonesia, related to the transformation, internalization, and socialization of the core values of BerAKHLAK in the employee environment. The informants are the management team, consisting of employees who are involved and participate directly in the process of transformation, socialization and internalization of the core values, namely those in charge of the change management network as well as employees who have responsibility as change champions and change agents at the Statistics Indonesia. The informants in this study were Mr. HP (change management coordinator), Mrs. TER (change champion), Mr. AS (Change Agent), and Mr. CP (Directorate RB Team).

In qualitative research, the role of informants is paramount in providing valuable insights and data. As a researcher, ensuring the validity of informants is crucial to maintain the credibility and reliability of the research findings. In this research, my approach to validating informants in qualitative research and the **steps** I undertake to ensure the authenticity and accuracy of the information obtained, such as building raport (by building trust and rapport, informants are more likely to provide honest and accurate information), multiple interviews (conduct multiple interviews with informants to gather rich and comprehensive data), and triangulation of data (by triangulating data from different sources, I can verify the consistency and accuracy of the information provided by informants.). The researcher conducted a triangulation method (ie, interviews, data archives, and observations), to collect "convergent evidence from different sources" to strengthen the validity of the research (Yin, 2011).

RESULTS AND DISCUSSION
Core Values - PIA (Professional, Integrity and Trust)

According to the informant who is in charge of the change management network, the core values of BPS that have been internalized for a long time are professionalism, integrity and trustworthiness (PIA). The BPS vision and mission states that superior and adaptive statistical Human Resources (HR) are reflected in statistical personnel who are professional, have integrity and are trustworthy. In terms of professionalism refers to carrying out statistical activities, statisticians who must have the capacity and capability needed to produce quality statistical data.

Meanwhile, in terms of integrity, it means that statisticians who carry out statistical activities must have integrity, namely having attitudes and behaviors in carrying out their profession/duties such as dedication (high devotion to the profession carried out), discipline (carrying out work according to the provisions), consistent (only in words actions), open (appreciating ideas, suggestions, opinions, feedback, and criticism from various parties), and accountable (responsible and every step is measured). While the core value of trust refers to an attitude that always prioritizes honesty in carrying out statistical activities. In a cultural context, this is Espoused Values , or values. According to Schein (2017) this second level includes the values espoused by an organization. If there is a new problem or task in an organization, the

solution is in the form of values. Values in an organization can take the form of strategy, goals, and organizational philosophy.

The end is the quality of the statistical activities carried out, BPS refers to the quality of a statistical output that can be viewed from various perspectives/dimensions, for that quality measurement is determined through the fulfillment of a set of quality dimensions (Statistics Korea, nd:10; Helfert & Foley, 2009:187). There are 6 (six) statistical quality dimensions used by BPS including relevance, accuracy, timeliness & punctuality, accessibility, coherence & comparability, interpretability (interpretability) and international standards.

		MISI BPS 2020-2024
VISI BPS 2020-2024	Penyedia Data Statistik Berkualitas Untuk Indonesia Maju	1. Menyediakan statistik berkualitas yang berstandar nasional dan internasional
		2. Membina K/L/D/I melalui Sistem Statistik Nasional yang berkesinambungan
		3. Mewujudkan pelayanan prima di bidang statistik untuk terwujudnya Sistem Statistik Nasional
		4. Membangun SDM yang unggul dan adaptif berlandaskan nilai profesionalisme, integritas, dan amanah
TUJUAN	1. Menyediakan data statistik untuk dimanfaatkan sebagai dasar pembangunan	
	2. Meningkatnya kolaborasi, integrasi, sinkronisasi dan standardisasi dalam penyelenggaraan SSN	
	3. Meningkatnya pelayanan prima dalam penyelenggaraan SSN	
	4. Penguatan tata kelola kelembagaan dan reformasi birokrasi	

Figure 1. Vision and Mission of BPS 2020-2024
Source: Regulation of the Head of the Central Statistics Agency Number 36 of 2020

"In every implementation of statistical activities, BPS will always be guided by concepts, standards and methods that apply universally and are of international standard, following the rules outlined in the Fundamental Principles of Official Statistics."

Core Value BerAKHLAK

Since 2021, the Indonesian government has placed great emphasis on seven core values that are applicable to all levels of government organizations in the country. The first core value is service-oriented, which entails understanding people's needs, being friendly, agile, supportive, reliable, and striving for continuous improvement. The second core value is responsibility, which involves carrying out tasks with integrity, thoroughness, discipline, and high ethical standards, as well as utilizing state property responsibly, effectively, and efficiently, while refraining from abusing authority.

The third core value is competency, which entails a commitment to learning and developing abilities, empowering oneself to face evolving challenges, and assisting others in learning and performing at their best. The fourth core value is harmony, which emphasizes mutual care and respect for differences, respecting all individuals regardless of their backgrounds, being helpful to others, and fostering a supportive work environment.

Loyalty is the fifth core value, emphasizing devotion and prioritizing the interests of the nation and state, upholding the principles of the Pancasila ideology, remaining loyal to the unitary state of the Republic of Indonesia and legitimate government bodies, and maintaining a positive reputation among colleagues, administrators, agencies, and the state. Additionally, loyalty entails safeguarding public and state secrets.

Figure 2. Core Value BerAKHLAK
Source: Ministry of Administrative and Bureaucratic Reform, 2021

The sixth core value is adaptability, encouraging individuals to constantly innovate, be ready to adapt to changes, and foster creativity and initiative. Lastly, the seventh core value is cooperation, promoting synergistic collaboration and providing opportunities for various parties to contribute, fostering a willingness to work together, and mobilizing diverse resources towards common goals.

Transformation, Internalization, and Media Socialization

Organizational culture transformation refers to the process of changing the shared norms, attitudes, and values within an organization. It aims to improve the organizational performance and effectiveness by fostering commitment, motivation, and a positive work climate among its members (Sembiring, 2019).

According to Schein (2017), organizational culture operates at three levels: symbolic, beliefs and norms, and behavior. Organizational culture transformation can take place at one or more of these levels. At the symbolic level, transformation may involve changing the organization's name, logo, slogan, and other visual elements. Such changes can influence the perspectives and attitudes of employees towards the organization. At the level of beliefs and norms, transformation entails modifying the values that employees uphold and adhere to. In the case of BPS, the transformation of core values is expected to be reflected in employee behavior as well.

In conclusion, organizational culture transformation involves changing the shared norms, attitudes, and values within an organization. It can occur at different levels, such as the symbolic level and the level of beliefs and norms. By undertaking such transformations, organizations aim to improve performance and create a positive work environment.

Figure 3. Transformation PIA into BerAKHLAK
Source : Statistics Indonesia, 2022

Transformation, Internalization, and Media Socialization of Core Values …

The immediate transformation of BPS's long-standing core values of professionalism, integrity, and trustworthiness (PIA) into BerAKHLAK is necessary due to President Jokowi's directive, which mandates all ministries, institutions, and even state-owned enterprises (BUMN) to adopt the same core values, aiming to enhance quality. Schraeder (in Aldri, 2014) suggests that the influence of an employee's work culture can drive organizational change for quality improvement. Work culture encompasses various attitudes and behaviors that contribute to efforts for enhancing work quality and organizational effectiveness.

In the context of this transformation, Gouillart and Kelly (1995) propose the Four R's approach: reframing, restructuring, revitalization, and renewal. In this case, 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. However, certain core values are being renewed and developed to become more comprehensive.

The aim of this transformation is to align BPS with the overarching goal of improving quality and enhancing organizational effectiveness. By embracing the core value of BerAKHLAK, BPS seeks to instill a holistic set of values that encompasses professionalism, integrity, trustworthiness, and other important aspects, thus contributing to the overall transformation and development of the organization.
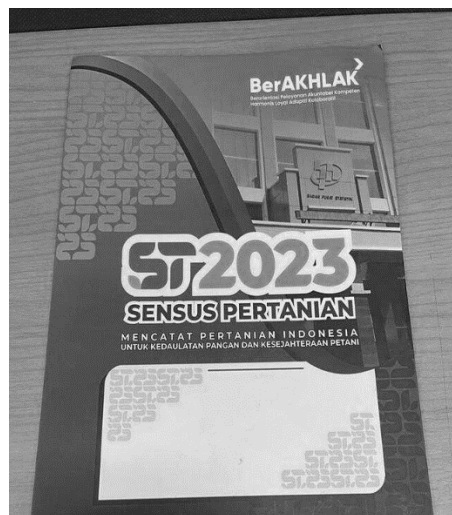

Figure 4. Maps with the BerAKHLAK Logo
Source : Statistics Indonesia, 2022

In the context of artifacts/symbols, all of the logos and symbols of the previous BPS core values, namely PIA, have been changed to be BerAKHLAK. This has been done for various things, for example uniforms, hats, folders and even down to the power point draft used for information presentation or official BPS activities. However, it is not an easy thing to transform values as an organizational culture for more than 16,000 BPS employees spread across all provinces and districts/cities in Indonesia.

Therefore, there needs to be a strategy that must be carried out to accelerate the process of transforming these core values. To carry out the transformation, socialization and internalization, a network of change agents was formed at BPS who have the duties of being a catalyst, change driver, solution provider, and mediator. These tasks will be carried out by the structure that has been formed by BPS, starting from the top leader to the change ambassador.

In changing and transforming organizational culture at BPS, the task of the Top Leader is to establish a strategic framework for the change management program; provide direction regarding strategic issues and have an impact on BP; make decisions on strategic issues in transition; committed to implementing the change program that has been determined; and as a role model in the implementation of the change program that has been determined. This is in line with what was conveyed by Victor Tan in Wibowo (2008) who argued that the characteristics of an organizational culture are management support, namely the level at which leaders, in this case top leaders, seek clear communication, assistance and support to their subordinates.
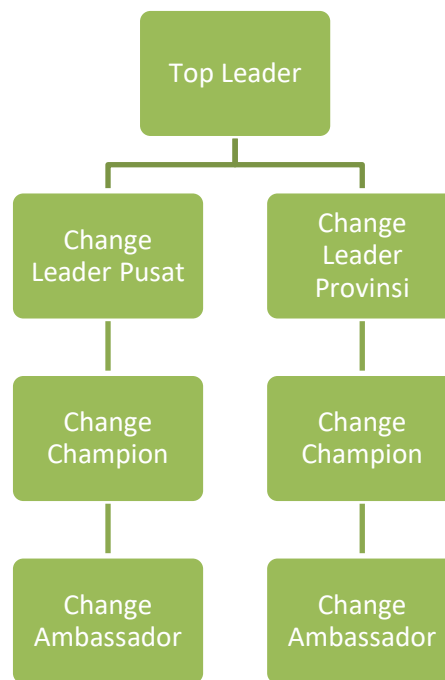

Figure 5. Structure of *Change Agent Network* at BPS
Source : Statistics Indonesia, 2022

Change leaders both at the central and provincial levels have a role in conducting open selection of Change Champions in their work units and establishing CAN; ensure that each member understands the strategic direction of BPS; actively involved in providing input and following the development and progress of RB; support and facilitate the agreed program of activities and carry out continuous monitoring and evaluation; committed to implementing change programs; and as a role model in the implementation of the change program that has been determined.

Meanwhile, Change Champion is a network that has a difficult task as a pioneer and driver of change in its work unit. They have the responsibility to ensure that employees in their work units understand BPS strategic initiatives, identify change programs, implementation issues that arise, and opportunities for improvement. Furthermore, compiling programs and program achievement indicators and implementing predetermined intervention programs, monitoring program changes according to program achievement indicators periodically, participating in training, workshops, discussions, obtaining information and input regarding the implementation of changes, and becoming a partner of the BPS RB team.
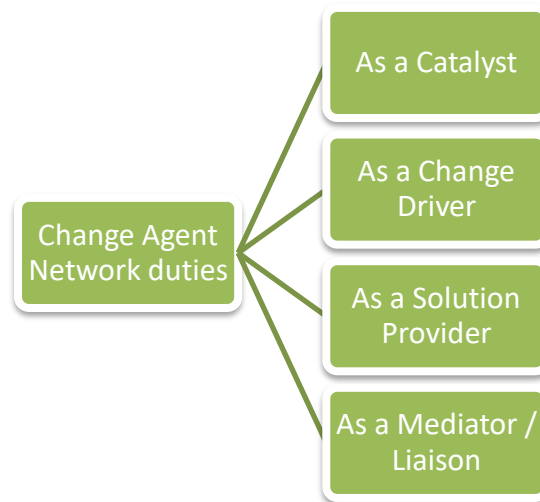
Figure 6. *Change Agent Network Tasks*
Source : Statistics Indonesia, 2022

No less important, as the spearhead of changes in core values at BPS is the role of change ambassadors. Their duties include acting as a driving force for change in their work unit; become agents of change and assist and ensure that employees understand BPS strategic initiatives; become a role model, internal resource person, motivator and convey all the things that are obtained from the results of discussions, workshops, receiving materials to employees in their environment; help identify change programs, implementation issues that arise and opportunities for improvement to be submitted to the Change Champion; make reports on the implementation of change management activities, and carry out other tasks given by the Change Leader and Change Champion.

Organizational culture transformation can also help organizations adapt to changes in the external environment. With an adaptive organizational culture, organizations can quickly adapt to changes that occur in their environment, so that they can continue to grow and compete. To achieve a successful organizational culture transformation, it requires commitment and support from all members of the organization. Cultural changes cannot be carried out only by BPS top leaders, but must be built together by all members of the organization down to the Regency/City level. The existence of effective communication, employee training and development, as well as an effective reward and sanction system can also assist in the process of transforming organizational culture. Organizational culture transformation is a long process and not always easy.

Development of the Change Agent Network to improve the quality and integrity of the Change Agent Network so that it is able to carry out its role and increase the quantity of employees who are willing and able to become Change Agent Network. Development can be carried out through various capacity building activities, including training, benchmarking, workshops, seminars, Focus Group Discussions, and so on. Meanwhile, development to increase the number of BPS Change Ambassadors is carried out through regular new recruitment. To strengthen the legal basis for this development, BPS is currently (2022) preparing a BPS Head Regulation concerning Guidelines for the Development of Change Agent Network for the Statistics Indonesia. This is based on the law: Ministry PAN-RB Regulation No. 27 of 2014 concerning Guidelines for Development of Agents of Change in Government Agencies.
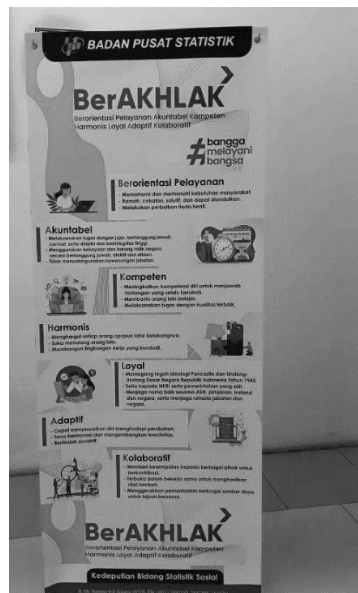
Figure 7. Banners as one of the socialization media
Source : Statistics Indonesia, 2022

Socialization and internalization of organizational culture, in this case the core value of BerAKHLAK, are two important processes that occur within an organization. Socialization is a process of adapting employees to the culture created by the organization (Robbins, 1998). In other words, socialization is the process by which individuals learn about the values, norms, and attitudes that are considered important by the organization. It aims to help individuals adjust to the organizational environment and develop behavior that conforms to the standards set by the organization. Internalization is the process by which individuals adopt the values, norms, and attitudes that have been taught through the socialization process. It aims to establish an individual's identity as a member of the organization and facilitate commitment to the goals and values of the organization.

The process of socialization and internalization of organizational culture can occur naturally through individual interactions with the organizational environment. However, BPS in this case deliberately develops outreach and internalization programs to help individuals understand and adopt BerAKHLAK core values.

This includes training, orientation, and introduction to employees, as well as programs designed to strengthen this internalization, for example, BerAKHLAK DAY, namely Internalizing the values of BerAKHLAK, briefings every morning and apple or video directions; COFFEE MORNING namely Knowledge sharing/brief discussion such as operational challenges, capacity building, time plans, new ideas and other topics related to work units; KREASI CORNER, namely providing a forum for employees to express their creative ideas such as articles, caricatures, crossword puzzles, photography, comics, etc. to the employee of the month award, namely selecting the best employee can be a means of rewarding employee performance, especially in the context of implementing BerAKLHAK core values.

Dissemination and internalization of the core values of ASN BerAKHLAK at the Statistics Indonesia was also carried out through several media, including through social media (Instagram, WhatsApp, Youtube, etc. In addition, banners, banners, billboards and pasting the logo BerAKHLAK were also carried out on various media such as uniforms, hats, folders even down to the power point drafts used for presentation of information or official BPS activities.

Socialization and internalization of organizational culture is an important process for establishing individual identity as a member of the organization and facilitating commitment to organizational goals and values. It can also help maintain stability and consistency in the behavior of organizational members, thereby strengthening overall organizational performance and effectiveness.

CONCLUSION

State Civil Apparatus (ASN) organizational culture transformation is a process of change that occurs in the culture of an organization with the aim of improving the performance and quality of public services. This transformation is aimed at strengthening the moral core values which form the basis for the implementation of ASN duties and responsibilities. Organizational culture transformation that occurs at the level of beliefs and norms can be in the form of changes in the values that are believed and adhered to by employees in an organization. In this case, the transformation of BPS's core values is also expected to be implemented into behavior. The transformation of BPS core values that have been internalized for a long time, namely professionalism, integrity and trustworthiness (PIA) to be BerAKHLAK is something that must be done immediately. This is due to President Jokowi's decision which requires all ministries/institutions and even BUMN to have the same core values, with the aim of improving quality.

However, it is not an easy thing to transform more than 16,000 BPS employees spread across all provinces and districts/cities in Indonesia. Therefore, there needs to be a strategy that must be carried out to accelerate the process of transforming these core values. To carry out the transformation, socialization and internalization, a network of change agents was formed at BPS who have the duties of being a catalyst, change driver, solution provider, and mediator. Furthermore, development needs to be carried out through various capacity building activities, including training, benchmarking, workshops, seminars, Focus Group Discussions, and so on.

This research was conducted at one of the government institutions of around 87 Ministries/Agencies at the central level and hundreds of local governments at the provincial and district/city levels, so the authors suggest that research should also be carried out at other government institutions of the same or different type to be able to become comparisons and learning materials on how the transformation, internalization, and socialization of the core values of BerAKHLAK as an Organizational Culture are carried out.

REFERENCES

Aldri Frinaldi. (2014). Pengaruh Budaya Kerja Pegawai Negeri Sipil Terhadap Pelayanan Publik Di Dinas Catatan Sipil Dan Kependudukan Kota Payakumbuh. Vol. XIII No.2 Th. 2014. Universitas Padang.

Achilles Armenakis, Steven Brown & Anju Mehta. (2011). Organizational Culture: Assessment and Transformation, Journal of Change Management, 11:3, 305-328, https://doi.org/10.1080/14697017.2011.568949.

Arianty, N. (2014). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai. Jurnal Manajemen & Bisnis, 14(02). https://doi.org/10.30596/jimb.v14i2.189.

Edwardsyah Nurdin, (2021). Jalan Menuju ASN BerAKHLAK. Jakarta. Solusi Kementerian Perindustrian.

Ginting, S. (2013). Characteristic Organizational Culture on the Department of the Education Youth and Sports at Cimahi City. Disertasi. Universitas Padjadjaran.

Gouillart, Francis J. & James N, Kelly. (1995). Tranforming the Organization. New York: McGraw-Hill, Inc.

Ganiem, L. M., & Kurnia, E. (2019). Komunikasi korporat konteks teoritis dan praktis. Jakarta: Prenada Media Grup.

Kriyantono, R. (2016). Teknik Praktis Riset Komunikasi. Jakarta. Prena Media Group.

Moleong, L, J. (2012). Metodologi Penelitian Kualitatif. Bandung: PT Remaja Rosdakarya.

Mulyana, D. (2008). Metodologi Penelitian Kualitatif. Bandung: PT Remaja Rosdakarya.

Peraturan Kepala Badan Pusat Statistik Nomor 36 Tahun 2020. (2020). Tentang Rencana Strategis Badan Pusat Statistik Tahun 2020-2024, Jakarta.

Profil BPS. (2023). Retrieved from https://ppid.bps.go.id/app/konten/0000/Profil-BPS.html.

Robbins, Judge. (2011). Perilaku Organisasi. Edisi 12. Jakarta. Salemba Empat.

Robbins, S.P. (1998). Organizational Behavior: Concepts, Controversies, Applications. New York: Prentice-Hall.

Schein, E. (2017). Organizational culture and leadership (5th ed.). New Jersey: John Wiley & Sons.

Sembiring, A. W., & Sugianto, A. (2019). Peran Komunikasi Organisasi Terhadap Motivasi Kerja Karyawan Di Hotel Grandhika Setia Budi Medan. Jurnal Lensa Mutiara Komunikasi, 2(1), 29–44. Retrieved from http://e-journal.sari-mutiara.ac.id/index.php/JLMI/article/view/558.

Simamora, N., & Hia, N. (2019). Pelatihan Kaderisasi Anggota Baru Kepemimpinan Generasi Muda Nias (Gema Nias). Jurnal Lensa Mutiara Komunikasi, 3(1), 65–71. Retrieved from http://e-journal.sari-mutiara.ac.id/index.php/JLMI/article/view/1075.

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta,

Suryana A, Duddy Z, Suwandi S, Gemiharto I. (2019). Pengaruh Strategi Komunikasi Pemasaran, Budaya Organisasi, Karakteristik Individu Inovatif Dan Komitmen Organisasional Terhadap Kinerja Usaha Kecil Dan Menengah. Jurnal Manajemen Komunikasi, Volume 3, No. 2, April; 2019, hlm 185-201.

Tika, Pabundu. (2008). Budaya Organisasi dan Peningkatan Kinerja Perusahaan. Jakarta: Bumi Aksara.

Tariq, M. U. (2015). Managing organizational change & Development. Durresamin, 1(5), 1253–1278. https://doi.org/10.4018/978-14666-4153-2.ch070.

Wibowo. (2009). Manajemen Perubahan. Jakarta: Rajawali Press.

Yin, R. K. (2011). Qualitative Research from Start to Finish. New York: The Guilford Press.