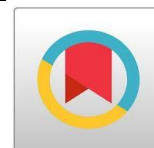


**State Civil Apparatus' (ASN) Willingness in Policy Implementation:
 A Study of Core Values and Motivation**
**Kemauan ASN dalam Implementasi Kebijakan: Studi tentang Nilai -
 Nilai Dasar dan Motivasi**



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ARTICLE INFORMATION	
<p>Keywords Core Values; Motivation; Willingness to implement; Public Policy;</p>	<p>ABSTRACT Researchers and practitioners have articulated that Organizational Factors and Individual Factors constitute pivotal elements in influencing the Willingness of Employees, specifically in the context of the State Civil Apparatus (ASN) to implement policies. The objective of this research was to assess the impact and quantify the extent to which the Core Values of ASN BerAKHLAK and ASN Motivation (Public Service Motivation) affect the willingness of ASNs to implement the policy regarding the utilization of the Integrated Discipline (IDIS) application in the administration of ASN Discipline, both in a simultaneous and partial context. The sample population for this study comprised 67 ASNs employed within the Discipline Management Sub Division across 49 Personnel Working Units at Government Institutions situated within the jurisdiction of Regional Office VII of the Palembang National Civil Service Agency. The data were subjected to analysis through the application of Multiple Regression tests and Hypothesis testing utilizing SPSS Version 29.0. The findings from the analysis indicate that the Core Values of ASN BerAKHLAK and ASN Motivation collectively exert an influence on ASN's propensity to adopt the policy regarding the utilization of the IDIS application in the management of ASN Discipline. Nevertheless, when examined individually, it is solely ASN Motivation that demonstrates a significant effect on ASN's willingness to implement the policy of employing the IDIS application for the purposes of managing ASN Discipline.</p>
<p>Kata Kunci Nilai-Nilai Dasar; Motivasi; Kemauan Mengimplementasikan; Kebijakan Publik;</p>	<p>ABSTRAK Peneliti dan praktisi telah menyatakan bahwa Faktor Organisasi dan Faktor Individu merupakan elemen penting dalam mempengaruhi Kesiapan Karyawan, khususnya dalam konteks Aparatur Sipil Negara (ASN) untuk mengimplementasikan kebijakan. Tujuan dari penelitian ini adalah untuk menilai dampak dan mengukur sejauh mana Nilai-Nilai Dasar ASN BerAKHLAK dan Motivasi ASN (Motivasi Pelayanan Publik) mempengaruhi kesiapan ASN untuk mengimplementasikan kebijakan mengenai pemanfaatan aplikasi <i>Integrated Discipline</i> (IDIS) dalam pengelolaan Disiplin ASN, baik secara simultan maupun parsial. Populasi sampel untuk penelitian ini terdiri dari 67 ASN yang bekerja di Sub Bagian Pengelolaan Disiplin di 49 Unit Kerja Kepegawaian pada Instansi Pemerintah yang berada di wilayah kerja Kantor Regional VII Badan Kepegawaian Negara Palembang. Data dianalisis melalui penerapan uji Regresi Berganda dan uji Hipotesis dengan menggunakan SPSS Versi 29.0. Hasil analisis menunjukkan bahwa Nilai-Nilai Dasar ASN BerAKHLAK dan Motivasi ASN secara bersama-sama memberikan pengaruh terhadap kemauan ASN untuk mengimplementasikan kebijakan penggunaan aplikasi IDIS dalam pengelolaan Disiplin ASN. Namun demikian, dalam pengujian secara individual, hanya Motivasi ASN yang menunjukkan pengaruh signifikan terhadap kesiapan ASN untuk mengimplementasikan kebijakan penggunaan aplikasi IDIS untuk tujuan pengelolaan Disiplin ASN.</p>
<p>Article History Send 26thDecember 2024 Review 25thJanuary 2025 Accepted 26th February 2025</p>	<p>Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

The State Civil Apparatus (ASN) plays a crucial role in improving government management that focuses on public services, as mandated in Law No. 5 of 2014 (Effendi, 2015 dalam Kadarisman, 2018). and reaffirmed in Law No. 20 of 2023 which emphasizes the duty of ASN to provide professional and quality public services. ASN professionalism is the key to improving the quality of public services, which is evaluated based on six aspects, including Human Resources (ASN) professionalism (Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2022). Strong ASN management based on meritocracy is the main goal to achieve a professional government bureaucracy, in line with the views of Hayat (2020) and Sutiono dan Sulistiyani (2011) regarding the importance of improving the quality of ASN human resources to produce ASNs that are competent in carrying out their duties, both in government and development.

Kadarisman (2018) defines ASN Management as a series of processes that include planning, organizing, directing, and supervising ASN-related activities. The purpose of ASN management is to achieve the goals of individual ASNs, organizations, the state, and society as a whole. Syafri and Alwi (2014) emphasized the need to improve the quality of ASN through fundamental changes such as structuring government work, placing ASN based on qualifications, developing a payroll and career system, and internalizing ethical values among ASN (ASN Management) needs to be done to increase national competitiveness against the global. An effective ASN Management System, according to Kadarisman (2018), can increase the effectiveness and efficiency of services and be a solution to the problem of ASN performance and quality. This is reinforced by Government Regulation No.11 (2017) and Government Regulation No. 49 (2018) which define ASN Management as management to produce ASN that is professional, has core values, professional ethics, is free from political intervention, is clean from corrupt practices, collusion, and nepotism. The scope of ASN Management is divided into two, namely Management of Civil Servants (PNS) and Management of Government Employees with Work Agreements (PPPK).

Nevertheless, the management of ASN still faces various challenges such as abuse of authority, legal issues, and global competition. Bureaucratic reform that focuses on effectiveness and efficiency is needed to create a responsible ASN and realize public satisfaction and community welfare (Kadarisman, 2018). Badan Kepegawaian Negara/National Civil Service Agency (BKN) is authorized to supervise and control the implementation of Norms, Standards, Procedures, and Criteria (NSPK) for ASN Management (Law No. 5 of 2014, Article 49; Badan Kepegawaian Negara, 2022b; Indonesia, 2023). The

control function in ASN management aims to ensure that the ASN resources used by the organization run well, so that organizational goals can be achieved effectively and efficiently (Suadi, 2001). Supervision, according to Handoko (2015), is part of the management process aimed at ensuring the achievement of organizational goals and evaluating the effectiveness of each stage of activities, including planning, organizing, managing human resources, and implementing.

To carry out BKN's authority and duties in supervising and controlling ASN Management, as well as overcoming implementation challenges, an assessment of NSPK's compliance of ASN Management in government agencies is needed. This assessment is part of the overall ASN Management supervision and control efforts (Utama, 2024). BKN Regulation No. 12 of 2022 defines the Implementation Index of ASN Management's NSPK as a measure used as a standard for assessing the implementation of ASN Management's NSPK and is one method of monitoring and controlling the implementation of ASN Management's NSPK in Government Agencies (2022). This instrument is used to measure the level of quality and compliance in the implementation of ASN Management's NSPK in Government Agencies (Badan Kepegawaian Negara, 2022). The assessment of implementations of ASN Management's NSPK aims to create ASN that is professional, has integrity, is politically neutral, and is free from KKN. By preventing violations and increasing compliance with NSPK, it is hoped that professional and quality public services can be realized, thus ultimately achieving the main goal of the duties of every ASN, namely the achievement of satisfaction in public services.

ASN's willingness to implement policies is an important factor in achieving the expected results of a policy (Tummers et al., 2012). Metselaar (1997) defines willingness to implement policies as a positive attitude to make changes in the organization in supporting and achieving organizational change in terms of implementing ASN Management in accordance with NSPK. This willingness to change is based on the Planned Behavior theory pioneered by Ajzen (1991). Tummers, Steijn, et al., (2012) stated that based on the theory of Planned Behavior, ASNs who have the intention to implement a policy and feel they have the opportunity to do so, are likely to make efforts to implement the policy.

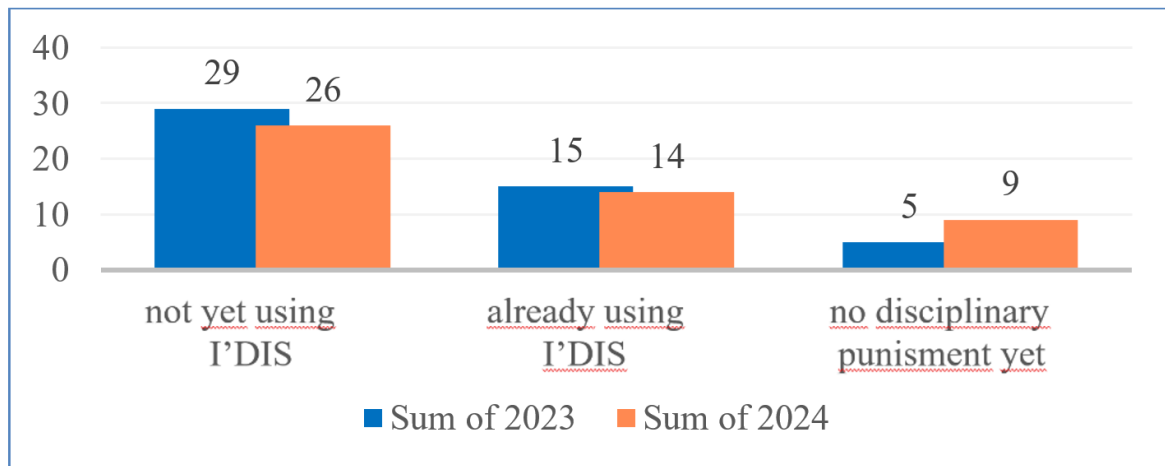
Table 1. The Results of the NSPK Index Assessment of Government Agencies throughout Indonesia and Regional Agencies in the Working Area of Regional Office VII BKN Palembang Year 2022

Category	Predicate	Throughout Indonesia		Working Area of RO VII BKN	
		Agc	%	Agc	%
A	Excellent	68	11%	2	4%
B	Good	243	40%	17	35%
C, D, E	Fair, Poor, Bad	305	49%	30	61%
Total		616	100%	49	100%

Source: Data processed, 2024

Based on the results of the above assessment, although the importance of implementing the ASN Management's NSPK has been emphasized, the results of the 2022 assessment show that there are still gaps. Of the 616 Government Agencies in Indonesia, 49% of agencies still have scores below good or not optimal in the implementation of ASN Management according to NSPK (BKN, data processing of ASN Management Implementation assessment). Meanwhile, in the working area of Regional Office VII BKN Palembang, 61% of 49 regional agencies show similar conditions (BKN, data processing of ASN Management Implementation assessment).

Responding to this gap, ASN discipline is one of the key factors in improving the implementation of the NSPK for ASN Management that is professional and has integrity. Presnyakov (2023) emphasized that the effectiveness of institutions in managing ASN discipline depends on their success in preventing violations. Malik (2020) added that ASN discipline is crucial for the development of public agencies and encourages the internalization of disciplinary values. To support efforts to prevent and remedy deviations from ASN management regulations, especially employee discipline, BKN developed the Integrated Discipline (IDIS) Application to create an ASN disciplinary supervision and control system that is integrated with the State Civil Apparatus Information System that must be used by government agencies and ensures objectivity in disciplinary decisions ("*Permudah Pengelolaan Disiplin ASN*", 2021).



Picture 1. Agencies that implement I'DIS in Working Area of Regional Office VII BKN Palembang

Source: Data processed, 2024

Implementation of the policy on the use of the I'DIS application in managing ASN Discipline has not been optimal. Based on the data above, BKN data shows that in 2023, in the working area of the Regional Office VII BKN Palembang, only 34% (15 agencies) have implemented the policy of using the I'DIS application. In 2024 (January - September period), only 35% (14 agencies) have implemented the policy. In fact, only 8 regional agencies consistently implemented this policy in 2023 and 2024 (BKN, data processing). This condition indicates that there are still many regional agencies that have not implemented the ASN Management policy, especially regarding the use of the I'DIS application in managing ASN Discipline.

In implementing a change, including the willingness to implement a policy, Metselaar (1997) as well as experts in change management and applied psychology highlight the importance of elements related to the organizational environment and individual characteristics of ASNs (Herold, Fedor & Caldwell 2007, Holt et al., 2007). 2007 in Tummers, Steijn, et al., 2012). Policy content, organizational context, and personality characteristics are all important in explaining the willingness of ASNs to implement public policies (Tummers, Steijn, et al., 2012). Herold et al., (2007) state that contextual variables, such as organizational culture, can influence ASN willingness. Tummers dan Bekkers (2014) added that organizational factors and individual characteristics, such as optimism, confidence, and self-efficacy, are also influential. Jilke, Olsen, Resh, & Siddiki (2019 in Ahmad et al., 2023) suggest that human behavior and cognition are often also shaped by institutional and organizational factors.

This research focuses on two main factors that are thought to influence ASN's willingness to implement the policy of using the IDIS application: ASN Core Values (as a representation of organizational culture) and ASN Motivation (Public Service Motivation/PSM, as a representation of individual characteristics). Organizational culture is a set of shared values and beliefs that form the basis for structure and behavior in the organization (Dess dan Picken, 1999). Core values according to Sjaifudin (2023) are the basic principles that guide management and employees in making decisions and formulating policies in all types of organizations. The President of the Republic of Indonesia has launched the ASN BerAKHLAK Core Values on July 27, 2021 as a form of uniformity of ASN core values to strengthen work culture as part of the transformation of ASN management towards world-class governance. The core values of ASN BerAKHLAK are expected to shape the behavior that is the basis for the formation of ASN work culture to become professional so that they can provide excellent service to the community (Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2021). The implementation of the core values of ASN BerAKHLAK can be a momentum to improve the quality of ASN Employees in Indonesia, which in turn can provide effective and efficient services (Suryana dan Briando, 2022).

Public Service Motivation (PSM) is a concept that describes an individual's desire to serve the public interest and contribute to society through their work in the public sector (Perry & Wise, 1990). It is an intrinsic motivation that drives individuals to work for the good of others and achieve goals that are greater than their own self-interest (Perry, 1996). PSM is a strong predictor of performance and behavior in the public sector (Perry, 1996; Huang, 2019). ASNs with high PSM tend to be more motivated, engaged, and committed to their work, which in turn is expected to increase their willingness to implement a public policy (Gross et al., 2019; Park dan Lee, 2023). Song et al., (2017) showed that ASNs with high PSM tend to choose direct policy instruments that are not based on personal interests that allow them to participate more actively in policy implementation. Compliance with a rule has an important role in increasing ASN's willingness to implement a policy (Tummers et al., 2012). Ethical behavior is needed by ASN employees to be able to implement ASN Management policies in accordance with NSPK, Meyer-Sahling et al., (2019) show that PSM increases ASN's willingness to report ethical issues to management and encourages ethical behavior in the public sector.

There have been many studies related to the core values of ASN "BerAKHLAK", but most of them use a qualitative approach. Research on variables related to organizational culture with a focus on core values with a quantitative approach has been carried out, one of

which is research related to the organizational culture of “AKHLAK” in State-Owned Enterprises (BUMN) employees by Srimulyani et al., (2023). This study aims to fill the gap by examining organizational culture through the core values of ASN employees in public organizations using a quantitative approach. This study seeks to fill the gap in the literature by empirically testing the influence of the core values of ASN BerAKHLAK and the role of ASN's individual character in the form of ASN Motivation in the form of Public Service Motivation (PSM) on ASN's willingness to implement policies. This research is expected to make a significant contribution to the development and implementation of human resource management policies and practices in the Indonesian public sector. Based on the description above, researchers are interested in conducting research related to the Effect of ASN Core Values and ASN Motivation on ASN's Willingness to Implement the Policy on the Use of Integrated Discipline (I'DIS) Application in ASN Discipline Management.

Method

This research uses a quantitative (explanatory) approach aimed at investigating or testing the relationship between two or more variables through hypothesis testing (Alfatih, 2020; Leavy, 2023), using survey research techniques, namely techniques for systematically collecting and analyzing information from subjects (Laaksonen, 2018). The data used in this study are primary data in the form of questionnaires to respondents and secondary data in the form of agency reports related to I'DIS implementation. Data collection was carried out by distributing questionnaires using questions with a 5-point Likert scale (Strongly Agree to Strongly Disagree) to 67 (sixty-seven) ASNs who became the research sample which is a representation of ASNs in Regional Agencies in the working area of Regional Office VII BKN Palembang who are directly involved in implementing the use of the I'DIS application in managing ASN Discipline.

The distribution of questionnaires to respondents was carried out by filling out questionnaire forms electronically using Google Form. The link to the electronic questionnaire was sent by letter from the Regional Office VII BKN Palembang to 49 (forty-nine) Personnel Work Units at Regional Agencies in the Working Area of the Regional Office VII BKN Palembang.

This research uses SPSS 29 application in data processing. The data analysis technique used is descriptive statistical analysis and explanatory data analysis. For this reason, before carrying out the statistical analysis, a classic assumption test is first carried out,

namely the normality test, multicollinearity test, and heterocodesity test. The variables used in this study are as follows:

The willingness of ASN employees to implement Integrated Discipline (I'DIS) Application as an endogenous (dependent) variable.

Huse & Cummings (1985 in Metselaar, 1997) state that the dimensions in the willingness to implement policies are measured based on positive attitudes that encourage ASN to be actively involved and willing to invest effort and time in the policy implementation process.

Core values of ASN BerAKHLAK and ASN Motivation as exogenous (independent) variables.

The Core Values of ASN BerAKHLAK in this study use the dimensions as stated by Ndraha (2005), namely Intensity, Extensity and Clarity. Furthermore, ASN Motivation in this study uses the dimensions of Public Service Motivation (PSM) in the form of a desire to participate in policy making, a sense of obligation to contribute to society, and feelings of compassion and self-sacrifice Kim et al., (2013).

Result and Discussion

Based on the results of the validity test, it is known that each indicator (item) statement on each of the ASN Core Values (X1) and ASN Motivation (X2) which are independent variables on ASN's willingness to implement policies (Y) which is the dependent variable has results > **0.236** which is the value of **r table** (5%) so that the indicators (items) used in this research variable can be declared appropriate or relevant (valid) and can be used as items in data collection. Furthermore, based on the results of the Reliability Test in Table , the results of the Reliability Test of the independent variable ASN Basic Values (X1) and ASN Motivation (X2) show that the data obtained are reliable because the Cronbach's alpha value is **0.952** and **0.911** > 0.60, while the results of the reliability test of the dependent variable ASN's willingness to implement policies (Y) show that the data obtained are reliable because the Cronbach's alpha value is **0.924** > 0.60.

In this study, the classical assumption test was carried out to provide certainty that the regression equation obtained had accuracy in estimation, was unbiased and consistent. This test is also carried out to determine whether the linear regression model produced by the

variables in the study is feasible. The classic assumption tests contained in this study are Normality Test, Multicollinearity Test and Heteroscedasticity Test.

Based on the results of the Normality Test conducted by conducting the Kolmogorov-Smirnov test, the results obtained have a significance level of **0.093** which is above 0.05. This shows that the data is normally distributed. Furthermore, based on the results of the Multicollinearity test, the VIF (Variance Inflation Factor) value of the two variables (ASN Core Values and ASN Motivation) is smaller than 10. In addition, the tolerance value of the two variables is also higher than 0.10. These results indicate that the regression model used in this study does not have a multicollinearity problem, which means that each independent variable makes a unique contribution to the dependent variable (ASN Willingness to Implement Policy) without being influenced by other independent variables. As well as conducting the Breusch-Pagan Test as above, it is known that the significance value of Variable X1 ASN Core Values is **0.055** and the significance value of Variable X2 ASN Motivation is **0.486** where both values are greater than **0.050**, so it can be seen that the regression model used meets the assumptions of homoscedasticity or does not experience heteroscedasticity.

Overall, the profile of respondents in this study shows that respondents who are ASNs who have main duties and functions in the management of ASN Discipline in this study are dominated by women, aged late adulthood / middle age with the age group 41-50 years is the largest age group in this study (47.8%), highly educated with S1 education (59.7%), have a good job career with a Non-Managerial Functional Junior Expert position (35.8%) followed by respondents who occupy Non-Managerial Executive positions (25.4%) and Non-Managerial Functional First Expert positions (16.4%), and have sufficient experience in managing ASN Discipline with 2-5 years of duty experience (45.3%) followed by respondents with 1-2 years of duty experience (25.4%).

Multiple Linear Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.233	2.346		1.378	.173
	Core Values ASN	.040	.028	.177	1.420	.160
	Motivation ASN	.188	.055	.430	3.455	<.001

a. Dependent Variable : Willingness ASN

Based on the results of the multiple linear regression analysis above, the multiple linear coefficients can be expressed by the following equation:

$$Y = 3,233 + 0,040X_1 + 0,188X_2$$

The multiple regression results above show that the independent variables, namely ASN Core Values and ASN Motivation, have a positive effect on the dependent variable, namely the willingness of ASN to implement the policy of using the Integrated Discipline (IDIS) application in managing ASN Discipline. Where every increase that occurs in the independent variable will also be followed by an increase in the dependent variable. The constant value shows a positive value with a value of **3.233**. The positive sign states a unidirectional influence between the dependent and independent variables. This shows that if all independent variables, namely ASN Core Values (X1) and ASN Motivation (X2) are constant, the value of ASN's willingness to implement policies (Y) is **3,233**. Based on statistical analysis in the Standardized Coefficients Beta section as listed in the table above, information can be obtained that ASN Motivation (X2) with a regression coefficient value of **0.188** has a greater influence on ASN's willingness to implement policies compared to ASN Core Values (X1) with a regression coefficient value of **0.040**.

Hypothesis Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	277.769	2	138.884	13.577	<.000 ^b
	Residual	654.657	64	10.229		
	Total	932.426	66			

Based on the results of the ANOVA calculation, the Fcount value is 13.577, while the Ftable value at the significance level (α) 0.05 is 3.140 so that Fcount 13.577 > Ftable 3.140. In addition, a significance value of <0.001 was obtained, because the significance value <0.001 <0.05, it can be said that the linear regression model obtained is feasible to be used to explain the effect of ASN Core Values (X1) and ASN Motivation (X2) on the Willingness to implement policies (Y).

Based on the explanation criteria above, it can be concluded that the third hypothesis (H3) is accepted, which states that the independent variables (ASN Core Values and ASN Motivation) together have a significant influence on the dependent variable (Willingness to implement policies). In other words, the results of this F test indicate that the regression model used in this study is fit or feasible, because the two independent variables ASN Core Values

(X1) and ASN Motivation (X2) are jointly able to explain variations in the Willingness to implement policies (Y).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546 ^a	.298	.276	3.19828

Based on the summary model output, the results of the correlation coefficient (r) test show that the magnitude of the influence of the ASN Core Values and ASN Motivation variables on ASN's willingness to implement policies is **0.546** or **54.6%**. This shows that there is a strong positive relationship between the independent variable (ASN Core Values and ASN Motivation) and the dependent variable (ASN's willingness to implement policies). This means that the higher the ASN Core Values and ASN Motivation, the higher the level of ASN's willingness to implement policies. The magnitude of the R square (R²) number is **0.298** or **29.8%**, this figure is used to see how the ASN Core Values and ASN Motivation affect the willingness of ASN to implement the policy of using the Integrated Discipline (IDIS) application. This figure means that how the variables of ASN Core Values and ASN Motivation in showing can affect ASN's willingness to implement policies and together by **29.8%** while the remaining 70.2% is influenced by other variables not examined in this study. Adjusted R Square (0.276) is the R Square value adjusted for the number of independent variables in the model. This value is more accurate for models with many independent variables (more than 1). In this case, the Adjusted R Square shows that **27.6%** of the variation in ASN's willingness to implement the policy can be explained by the model.

The ASN Core Values variable (X1), has a beta value of 0.040 with a significant value of 0.160 which is greater than 0.05 and tcount 1.420 < 1.997. This shows that the ASN Basic Values variable (X1) has no influence on ASN's willingness to implement the policy of using the Integrated Discipline (IDIS) application in managing ASN Discipline (Y). This proves that the first hypothesis (H1) on the ASN Basic Values variable has no effect, so H0 is accepted and H1 is not accepted or rejected.

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.233	2.346		1.378	.173
	ASN Core Values	.040	.028	.177	1.420	.160
	ASN Motivation	.188	.055	.430	3.455	<.001

Data Source: processed by questionnaire, 2024

The ASN Motivation variable (X2), has a beta value of 0.188 with a significant value of <0.001 which is smaller than 0.05 and a tcount of $3.455 > 1.997$. This shows that the ASN Motivation variable (X2) has an influence on the willingness to implement the policy of using the Integrated Discipline (I'DIS) application in managing ASN Discipline (Y). This proves that the second hypothesis (H2) on the ASN Motivation variable has an influence, so H2 is accepted and H0 is not accepted or rejected.

Based on the discussion of the F-test and t-test above, it can be seen that although simultaneously the independent variables ASN Core Values (X1) and ASN Motivation (X2) affect ASN's willingness to implement policies (Y), partially only the ASN Motivation variable (X2) is proven to have an influence on the ASN Willingness variable to implement policies (Y). it can be concluded that, the ASN Core Values variable (X1) itself is not strong enough to influence ASN's willingness to implement policies (Y).

The Influence of ASN Core Values on ASN's Willingness to Implement the Policy on the Use of Integrated Discipline (I'DIS) Application in ASN Discipline Management

Based on the results of data processing using SPSS Version 29.0 with the t-test, it is known that the significance value (Sig.) of the ASN Core Values variable (X1) is 0.160 and the tcount is 1.420. because the sig value is $0.160 > 0.05$ and the tcount is $1.420 < 1.997$, it is proven that ASN Core Values (X1) has no effect on ASN's willingness to implement the policy of using the Integrated Discipline (I'DIS) application in managing ASN Discipline (Y) in Regional Agencies in the work area of the Palembang Regional Office of BKN VII.

The t-test results above contradict the opinion of O'reilly dan Chatman (1996) which states that the norms, values and beliefs inherent in an organizational culture can influence the views and responses to change for employees, in this case ASN. So it can be said that the core values in organizational culture do not play an important role in shaping the attitudes and behavior of ASN employees as stated by Maleka (2023) which states that core values can influence the response to change, which in this case is the willingness to implement a policy.

Based on the results of the answers from respondents, statement items X1.14 'I believe that all ASNs in this organization have the same understanding of organizational values' and X1.15, 'there are no differences in interpretation of organizational values among ASNs' which are indicators in the Extensity Dimension with the lowest total answers on the ASN core values variable, indicate that the internalization of the core values of ASN BerAKHLAK has not been carried out optimally by the organization, where this internalization is very important to be carried out by the organization as an effort to shape ASN behavior in accordance with

the core values of the organization. In a study conducted by Srimulyani et al., (2023) also showed that corporate culture with the core values of “AKHLAK” in the three BUMN companies that were the object of research had not been able to significantly improve employee performance, which was also due to the internalization of the BUMN Core Values of “AKHLAK” was not optimal so that the impact was not significant in improving employee performance. ASN's attitude towards the core values of ASN BerAKHLAK does not always correlate with the ASN's behavior, because the formation of behavior is influenced by several factors, including the work environment, internalization of comprehensive Core Values and also awarding (Inam, 2023).

Based on the discussion above, it can be concluded that the internalization of the Core Values of ASN BerAKHLAK has a very important role in shaping ASN's willingness to implement the policy of using the Integrated Discipline (I'DIS) application in ASN Discipline management. In addition, work environment and reward factors can be researched to test ASN's willingness to implement policies in an organizational context.

The Influence of ASN Motivation on ASN's Willingness to Implement the Policy on the Use of Integrated Discipline (I'DIS) Application in ASN Discipline Management

Based on the results of data processing using SPSS Version 29.0 with the t-test, it is known that the significance value (Sig.) of the ASN Motivation variable (X2) is <0.001 and the tcount is 3.455. because the sig value $<0.001 <0.05$ and the tcount is $3.455 > 1.997$, it is proven that ASN Motivation (X2) has an effect on ASN's willingness to implement the policy of using the Integrated Discipline (I'DIS) application in managing ASN Discipline (Y) in Regional Agencies in the working area of the Regional Office of BKN VII Palembang. With a partial determination coefficient value R (R Square) of 0.226. it can be interpreted that ASN Motivation affects 22.6 percent of ASN's willingness to implement the policy of using the Integrated Discipline (I'DIS) application in managing ASN Discipline (Y). The remaining 77.4 percent is influenced by other variables not examined in this study.

The t-test results above are in line with the research findings of Song et al., (2017) where in their research it is known that bureaucrats or in this case ASNs with high public service motivation (PSM) choose to participate in the implementation of policy instruments directly which allows ASN employees to participate more in the policy implementation process. Public service performance can be measured by the optimal achievement of the implementation of a policy, Camilleri & van der Heijden (2007) research shows that there is a positive relationship between high public service motivation (PSM) and good task

performance. So it can be concluded that ASN with a high level of public service motivation (PSM) will perform well by implementing policies, which in this study is implementing the policy of using the Integrated Discipline (IDIS) application in managing ASN Discipline.

As stated by Perry dan Wise (1990) who in their research concluded that there are several reasons why people choose to work in the public sector, affective factors (feelings) represented by “Compassion” are not a reason that is often encountered, in general the reason people choose to work in the public sector is because of rational (logic) and norm-based (values) factors. In this study, it is found interesting that the “Compassion” dimension has a second high Mean of 4.47 (very high), which shows that affective factors (feelings) in the form of “Compassion” can also be taken into account to be a priority reason that makes ASN have high public service motivation.

The Influence of ASN Core Values and ASN Motivation on ASN's Willingness to Implement the Policy on the Use of Integrated Discipline (IDIS) Application in ASN Discipline Management

Based on the F-test calculation above, the Fcount value is 13.577, while the Ftable value at the significance level (α) 0.05 is 3.140 so that Fcount 13.577 > Ftable 3.140. In addition, a significance value of <0.001 was obtained, because the significance value <0.001 < 0.05, it can be said that the linear regression model obtained is feasible to be used to explain the effect of ASN Core Values (X1) and ASN Motivation (X2) on the Willingness to implement policies (Y). Based on the results of the R Determination Coefficient Test, the proportion of influence exerted by the ASN Core Values (X1) and ASN Motivation (X2) variables on the Willingness to implement policies (Y) or the coefficient of determination (R Square) is 0.298 and the adjusted R Square coefficient is 0.276 . This shows that 29.8% of the ASN Core Values (X1) and ASN Motivation (X2) variables affect the Willingness to implement the policy of using the Integrated Discipline (IDIS) application in managing ASN Discipline (Y), while the remaining 70.2% is influenced by other variables not examined in this study.

This agrees with the statement from Cornu (2022) in the previous discussion, which adds that both individual factors such as ASN Motivation (PSM) and organizational factors, which in this study are the Core Values of ASN BerAKHLAK, play a role in predicting an ASN's in-role performance, namely how well an ASN will carry out their role in public service which is achieved by implementing public policies. The results of this study also support the statement of Tummers dan Bekkers (2014) which states that the factors that are

thought to influence a person's willingness to implement a policy include organizational factors and individual characteristics such as a sense of optimism, confidence, and self-ability are true and can be proven based on this research.

Conclusion

Based on the results of the research that has been conducted, conclusions can be drawn related to the issues raised in this study, among others, namely, the core values of ASN BerAKHLAK do not affect the willingness of ASN to implement the policy of using the Integrated Discipline (IDIS) application in ASN discipline management. This is because the understanding and internalization of the core values of ASN BerAKHLAK has not been fully internalized in ASN's behavior and actions, so it does not directly encourage their willingness to implement the policy.

ASN motivation has a significant effect on the willingness of ASN to implement the policy of using the Integrated Discipline (IDIS) application in managing ASN discipline. This means that the higher the ASN motivation, in this case in the form of public service motivation (PSM), the higher their ASN willingness to implement the policy. The effect of ASN Motivation on ASN's willingness to implement the policy amounted to 22.6% while the remaining 77.4% was influenced by other variables not examined in this study.

The core values of ASN BerAKHLAK and ASN Motivation together have a significant influence on the dependent variable ASN's willingness to implement the policy of using the Integrated Discipline (IDIS) application in managing ASN Discipline by 29.8% (R Square) while the remaining 70.2% is influenced by other variables not examined in this study.

Based on the results of the research that has been conducted, researchers can make several suggestions both theoretically and in terms of practice. Theoretical suggestions include, for future researchers in the field of public administration, especially researchers in public management, researchers suggest that future researchers can consider other variables that may affect ASN's willingness to implement policies, such as perceived ease of use of technology, infrastructure support, and overall organizational culture. Future researchers can use qualitative or mixed method research methods to dig deeper into the factors underlying the low influence of ASN's core values on the willingness to implement policies. In addition, future researchers can expand the scope of research by involving ASN samples from various Government Agencies and geographic areas to understand the differences in conditions in various Government Agencies.

Practical Suggestions that can be given include Government Agencies, especially the Provincial/Regency/City Government in the working area of the Regional Office VII BKN Palembang to always strive to internalize the Core Values of ASN BerAKHLAK through socialization, internalization, and consistent enforcement of Values. The core values of ASN BerAKHLAK that have been well internalized can create a work culture that leads to a positive and conducive organizational culture to support policy implementation which can be done by conducting education and training, mental and spiritual guidance, and creating a conducive work environment.

Government Agencies should always maintain ASN Motivation in the form of public service motivation by maintaining the Agency's commitment to public services, building a sense of belonging and providing organizational support to ASN, providing opportunities to participate and contribute in the public service process, and providing recognition and appreciation for ASN who have implemented public policies and provided good public services.

Badan Kepegawaian Negara/National Civil Service Agency (BKN) as the guardian of the Integrated Discipline (IDIS) Application Information System should always conduct effective socialization and training related to the use of the Integrated Discipline (IDIS) application to increase ASN's understanding and ability to operate the application. After that, regular evaluation and monitoring activities on the implementation of policies for using the IDIS application also need to be carried out to identify and overcome problems that arise.

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