

## THE EFFECT OF THE IMPLEMENTATION OF MORAL CORE VALUES ON THE WORK MOTIVATION OF ASN SECRETARIAT DPRK PIDIE JAYA REGENCY

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### ABSTRACT

This study aims to determine the effect of the implementation of Core Values BerAKHLAK on the work motivation of State Civil Apparatus (ASN) in the Secretariat of the Regional House of Representatives (SETWAN) of Pidie Jaya Regency. The implementation of organizational values is important to improve employee motivation and performance in public institutions. This research used a quantitative approach with a survey method. The population in this study consisted of all ASN and non-ASN employees at the Secretariat of DPRK Pidie Jaya, totaling 67 employees, and the entire population was used as the research sample. Data were collected through questionnaires using a Likert scale and analyzed using statistical methods with the help of SPSS 25.0 software. The results of the study indicate that the implementation of Core Values BerAKHLAK has a positive and significant effect on the work motivation of ASN at the Secretariat of DPRK Pidie Jaya. This is proven by the results of the t-test which show a significance value of  $0.000 < 0.05$  and a t-count value greater than the t-table value ( $5.071 > 1.660$ ). The coefficient of determination ( $R^2$ ) value of 0.685 indicates that 68.5% of the variation in ASN work motivation is influenced by the implementation of Core Values BerAKHLAK, while the remaining 31.5% is influenced by other factors outside this study. Therefore, the implementation of Core Values BerAKHLAK plays an important role in increasing ASN work motivation.

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## INTRODUCTION

The State Civil Apparatus (ASN) has a strategic role as a public policy implementer, a public servant, as well as an adhesive and unifier of the nation. In realizing good governance, civil servants are required to have high competence, integrity, and work ethics so that they are able to provide public services effectively, efficiently, and accountably. According to Taufik (2020), the success of bureaucratic reform is highly dependent on the integrity and professionalism of the apparatus in carrying out service functions to the community.

One of the important factors that affect the quality of apparatus performance is work motivation. Work motivation is a psychological condition that encourages individuals to work optimally in achieving organizational goals. According to Fadhillah and Pracoyo (2017), core values are a set of values and norms that are shared by members of the organization that serve as guidelines in behaving and interacting in the work environment. Strong organizational values can form a positive work culture and encourage increased enthusiasm and loyalty of employees in carrying out their duties.

In line with efforts to strengthen the work culture of the apparatus, the Indonesian government through the Ministry of PAN-RB introduced the basic values of ASN known as the Core Values of AKHLAK in 2021. This value is an acronym for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative which is a code of conduct for all civil servants. The implementation of these values is expected to be able to increase the integrity, professionalism, and work motivation of the apparatus in providing services to the community.

However, in practice, the application of these values still faces various challenges, especially at the level of regional organizations. Based on initial observations within the DPRK Secretariat of Pidie Jaya Regency, it is still found that there is a lack of understanding of ASN on the implementation of BerAKHLAK values and low work morale, initiative, and discipline of employees in carrying out their duties. This condition shows that organizational values have not been fully internalized in the work behavior of the apparatus. Research conducted by Sri Puspa, Sinto, and Husna (2022) also shows that high work motivation can increase employee productivity and loyalty in organizations.

Based on this phenomenon, it is important to examine the relationship between the application of organizational values and the work motivation of the apparatus. Therefore, this study aims to analyze the effect of the implementation of Core Values on the work motivation of the State Civil Apparatus at the DPRK Secretariat of Pidie Jaya Regency.

## **RESEARCH METHODS**

This study uses a quantitative approach with a survey method to analyze the effect of the implementation of Core Values on the work motivation of the State Civil Apparatus (ASN) within the DPRK Secretariat of Pidie Jaya Regency. A quantitative approach is used to obtain data that is objective and statistically analyzes to determine the relationship between research variables.

The population in this study is all State Civil Apparatus (ASN) and employees working at the DPRK Secretariat of Pidie Jaya Regency which totals 67 people. The sampling technique uses the saturated sample method, where the entire population is used as a research sample. The research data was collected through the distribution of questionnaires to respondents using the Likert scale to measure respondents' perception of the research variables.

The data analysis techniques used in this study include testing the validity and reliability of the instrument, simple linear regression analysis, and hypothesis testing using t-test and coefficient of determination ( $R^2$ ). Data processing is carried out using the help of the Statistical Package for Social Sciences (SPSS) version 25 program to obtain accurate and scientifically accountable analysis results.

## RESULTS AND DISCUSSION

### Results of the Instrument Validity and Revalidity Test

The validity test was carried out to determine the extent to which the research instrument was able to measure the variables studied. The validity test in this study used Pearson's Product Moment correlation by comparing the calculated  $r$  value with the  $r$  table at a significance level of 0.05. The test results showed that all statement items in the Core Values variables Berkhak (X) and work motivation (Y) had a calculated  $r$  value greater than the  $r$  table, so that all statement items were declared valid and suitable for use in the research.

Next, a reliability test was carried out to determine the consistency of the research instrument in measuring the variables studied. Reliability testing is carried out using Cronbach's Alpha method. The test results showed that the value of Cronbach's Alpha for each variable was greater than 0.60 so it can be concluded that the research instrument has a good level of reliability and can be used as a data collection tool in this study.

Thus, the instruments used in this study were declared valid and reliable so that they could be used for further analysis in testing the influence of the implementation of Core Values on the work motivation of the State Civil Apparatus at the DPRK Secretariat of Pidie Jaya Regency.

### Classic Assumption Test

#### Normality Test

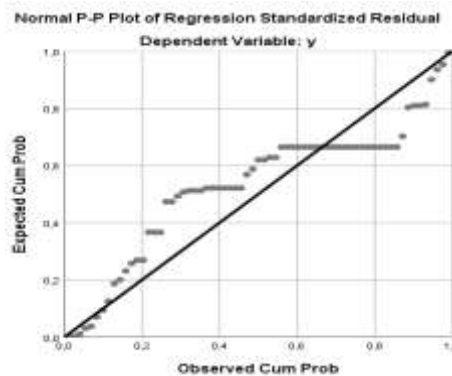


Figure 1 Normality Test  
Source: SPSS 25 (2026)

Based on the results of the Kolmogorov–Smirnov test, an Asymp value was obtained. Sig. (2-tailed) is  $> 0.05$ , so it can be concluded that the residual data is normally distributed. This is also reinforced by histogram graphs that show bell-shaped curves as well as Normal P–P Plot graphs that show residual points scattered around and following diagonal lines. Thus, it can be concluded that the assumption of normality in the regression model has been met.

Heteroscedasticity Test (Glejser Test)

Table 1 Heteroscedasticity Test (Glejser Test)

No	Variabel	Sig.	Cut Off
1	Core Values BerAKHLAK (X)	0,390	>0.05

Source: SPSS 25 (2026)

The results of the Glejser test showed that the significance value (Sig.) of the independent variable was greater than 0.05. This indicates that there is no influence of independent variables on the residual absolute value. Thus, it can be concluded that the regression model does not experience heteroscedasticity, so the assumption of homoscedasticity is met.

Coefficient Determination Test (R2)

Table 2 Determination Coefficient Test (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828a	.685	.680	2.692

Source: SPSS 25 (2026)

This shows that the Core Values variable with AKHLAK is able to explain the variation in the ASN Work Motivation variable of 68.5%, while the remaining 31.5% is influenced by other variables outside this research model. The value of the Adjusted R Square that is close to the value of the R Square shows that the regression model used is good enough and does not experience bias due to the number of independent variables used. Thus, it can be concluded that the Core Values of AKHLAK have a strong contribution in increasing the work motivation of ASN. The results of this study are in line with previous research which states that organizational values and core values of the apparatus have a significant influence on employee work motivation. Previous research has found that internalizing strong work values is able to form a positive attitude, increase work morale, and encourage employees to work more optimally in achieving organizational goals.

T test

Table 3 T test

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.425	3.256		1.973	.053
Core Values BerAKHLAK	.563	.047	.828	11.889	.000

Source: SPSS 25 (2026)

The t-test was carried out to determine the influence of partially independent variables on dependent variables. Based on the Coefficients table, the results of the Influence of Moral Core Values on ASN Work Motivation The Moral Core Values variable has a calculated t-value of 11.889 with a significance level of 0.000, which is smaller than the value of  $\alpha = 0.05$ . Thus, it can be concluded that the Core Values of AKHLAK have a positive and significant effect on ASN Work Motivation. The value of the regression coefficient (B) of 0.563

indicates that every one unit increase in the Core Values of AKHLAK will increase the Work Motivation of ASN by 0.563 units, assuming that other variables are constant. In addition, the Standardized Coefficient (Beta) value of 0.828 shows that the Core Values of AKHLAK have a very strong influence on the Work Motivation of ASN.

The constant value of 6.425 shows that if the Core Values of AKHLAK are zero, then the Work Motivation of ASN still has a value of 6.425. However, this constant is not statistically significant because its significance value is 0.053, which is greater than 0.05. Therefore, the main focus of this study is on the influence of the Core Values variable of AKHLAK.

### **The Influence of Core Values on Work Motivation**

This study aims to analyze the influence of Core Values on the Work Motivation of ASN at the DPRK Secretariat Pidie Jaya. Based on the results of the instrument test, all statement items in the Core Values of Morals (X) and Work Motivation (Y) variables were declared valid. This shows that the instrument used has been able to measure the constructs of variables precisely and consistently. The results of comprehensive data analysis prove that the internalization of BerAKHLAK values significantly increases the work motivation of the apparatus at the DPRK Secretariat Pidie Jaya. Where the Synergy of Service and Achievement when service-oriented values are carried out, automatically the needs of employee achievement are met because there is satisfaction when seeing board members well served.

The validity of all statement items in the Core Values variable of AKHLAK shows that the basic values of ASN which include Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative are truly understood and felt by ASN within the DPRK Secretariat Pidie Jaya. This means that these values are not just normative slogans, but have become part of an internalized work culture.

Then in harmonization as a Motivation Booster, a high level of harmony is a pillar for the need for a comfortable work environment. A positive social environment triggers the hormones of employee happiness so that work still needs recognition from the leadership. This shows that work motivation will be maximized if the application of the value of BerAKHLAK is accompanied by a reward system or appreciation of leaders. In accordance with the Ministry of PAN-RB (2021), the implementation of the Core Values of Morality is expected to be able to increase a positive work culture and strengthen the integrity of civil servants throughout Indonesia.

Furthermore, competence and responsibility, where the value of competence gives a sense of trust from employees, which in turn makes them more courageous to take on big responsibilities in supporting legislative tasks. Thus, the success of the implementation of ASN values with AKHLAK is the result of synergy between leadership aspects, work culture, organizational systems, and personal awareness of ASN. According to (Utama, 2025) a person's work motivation is influenced by various factors, ranging from basic needs to self-actualization needs.

Theoretically, strong organizational values will shape employees' attitudes and work behaviors, ultimately affecting the level of work motivation. In the perspective of motivation theory, such as McClelland's theory of needs and Herzberg's two-factor theory, intrinsic factors such as responsibility, recognition, and achievement play an important role in

increasing work motivation. Moral values such as accountability, competence, and service-oriented are directly related to the aspects of professional responsibility and performance achievement, so that it has the potential to increase the internal motivation of ASN to work more optimally.

The results of this study are in line with several previous studies. Research on the implementation of the Core Values of ASN BerAKHLAK in the local government environment shows that the application of BerAKHLAK values contributes positively to the formation of work culture and the improvement of the quality of public services. The findings strengthen the argument that when the organization's core values are consistently implemented, it will create a conducive work environment and encourage employee morale.

In addition, other research on the influence of Core Values on employee performance shows a positive and significant influence between the application of ASN values and increased commitment and performance. Good performance is generally preceded by high work motivation. Thus, if the Core Values of AKHLAK are able to improve performance, then logically these values are also closely related to increasing work motivation.

In the context of public sector motivation, the concept of Public Service Motivation (PSM) also explains that public sector employees are driven by service values, community service, and commitment to the public interest. The value of "Service-Oriented" in BerAKHLAK directly reflects this concept. When civil servants have a strong service orientation, they will feel meaning in their work, which ultimately increases intrinsic motivation.

Based on the results of the Core Values analysis, it shows that there is an influence on the Work Motivation of ASN at the DPRK Secretariat Pidie Jaya. This indicates that the better the implementation of the values of Morality in the work environment, the higher the work motivation of ASN. On the other hand, if these values are not implemented consistently, then work motivation has the potential to decrease.

Contextually, the DPRK Secretariat as a supporting institution for legislative functions needs civil servants who have high integrity, loyalty, and adaptive ability. The values of AKHLAK are an important foundation in maintaining the professionalism of ASN, especially in supporting administrative tasks, services to council members, and public services in general. Therefore, the implementation of Core Values with AKHLAK not only has an impact on the normative aspects of the organization, but also on increasing the morale and work responsibility of ASN.

Thus, the results of this study reinforce the theory and previous empirical findings that value-based organizational culture has a strategic role in increasing the work motivation of public sector employees. Core Values with AKHLAK as the basic values of ASN have proven to be relevant in shaping the work motivation of ASN at the DPRK Secretariat Pidie Jaya.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of the study on the effect of the implementation of Core Values on the work motivation of the State Civil Apparatus (ASN) at the Secretariat of the DPRK of Pidie Jaya Regency, it can be concluded that the application of Core Values with AKHLAK has a

positive and significant influence on the work motivation of ASN. This is proven through the results of the t-test which shows a significance value of 0.000 smaller than 0.05 so that the research hypothesis can be accepted. In addition, the determination coefficient value ( $R^2$ ) of 0.685 showed that 68.5% of the variation in ASN's work motivation was influenced by the application of the Core Values of AKHLAK, while the remaining 31.5% was influenced by other factors outside this study. These findings show that the application of AKHLAK values has an important role in increasing the work motivation of ASN within the DPRK Secretariat of Pidie Jaya Regency.

### **Suggestions**

Based on the results of the research that has been conducted, it is suggested that leaders and all civil servants in the DPRK Secretariat of Pidie Jaya Regency can continue to improve the implementation of the Core Values of AKHLAK through coaching, training, and leadership examples so that these values can be internalized in the organization's work culture. In addition, ASN is expected to be able to practice the Core Values of AKHLAK in the implementation of daily tasks to create a professional, harmonious, and productive work environment. The next research is expected to add other variables that can affect the work motivation of ASN, such as leadership, organizational culture, work environment, and job satisfaction so that the research results become more comprehensive.

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