

Integration of Leadership Values in Civil Apparatus Career Development at BKPSDM Kab. Bolaang Mongondow Utara

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Abstract

This study examines the integration of leadership values into employee career development, aiming to identify and describe the specific values embedded in this process. Adopting a qualitative design, seven participants were purposively selected based on their roles and responsibilities relevant to the study. Data were collected through interviews, observations, and documentation, and analyzed using thematic analysis. Findings reveal that the core leadership values integrated into career development include accountability, fairness, and integrity, supported by values such as exemplary behavior, responsibility, honesty, and authoritarianism. These values form the basis for a career development system that is fair, transparent, and focused on enhancing the competence and qualifications of civil servants.

Keywords: Leadership Values; Employee Career Development; Civil Servants

INTRODUCTION

In the period of bureaucratic reform and transformation of human resource governance within the state civil service, there is an increasingly pressing need for a leadership model that is not solely oriented toward administrative results but also grounded in ethical values and institutional integrity. Values-based leadership is one approach considered capable of addressing this challenge. This approach prioritizes principles such as integrity, accountability, fairness, and public service as the foundation for decision-making and human resource management, including in the employee career development process. Research on leadership values in civil service career development continues to grow, in line with the increasing urgency of implementing a merit system and bureaucratic integrity in local government.

In local government, including the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM), the role of leadership is not limited to administrative functions but also serves as a guardian of values and a shaper of organizational culture. However, in practice, employee career development often faces various obstacles such as formal performance appraisals, minimal constructive feedback, limited resources, and non-objective influences such as particular attachments. These challenges highlight the gap between ideal leadership values and the reality of local bureaucracy. According to Miftah in Kariyadi & Suprpto (2017), leadership is defined as the activity of influencing people to be directed towards achieving organizational goals. According to (Kariyadi & Suprpto, 2017), leadership is a leader's way of influencing subordinates with certain characteristics so they can achieve the desired goals. There are several characteristics of leadership values and ethics according to Darmaji et al., (2018), namely, wisdom, simplicity, firmness, responsibility, and exemplary.

Based on these conditions, it is important to identify the extent to which leadership values have been internalized and implemented in the career development process at the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency. This identification is crucial not only to measure the alignment between normative principles and actual practice, but also to evaluate the extent to which BKPSDM leaders use these values as a basis for designing and recommending employee career paths.

This study specifically examines the leadership values integrated into the career development process of civil servants at the BKPSDM of North Bolaang Mongondow Regency. The primary focus is to uncover the core values reflected in leadership policies and actions in fostering and directing employee careers. Furthermore, this study also explores how these values are communicated, translated into daily practice, and used as the basis for the promotion recommendation system and career development for civil servants. Therefore, this research is expected to provide empirical and conceptual contributions to understanding the implementation of leadership values in the public sector, as well as providing a basis for strengthening the merit system and establishing an organizational culture of integrity in the context of local government.

METHODS

This research was conducted at the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency, on Jl. Jenderal Sudirman No. -, Boroko, Kaidipang District, North Bolaang Mongondow Regency, North Sulawesi. The research at the BKPSDM of North Bolaang Mongondow Regency was conducted from January to March 2025. The research approach used was a qualitative case study method. The researchers sought to determine how leadership values are used to encourage employee career development at the BKPSDM of North Bolaang Mongondow Regency. The data obtained from the field were then rationally analyzed using theories of value-based leadership in employee career development proposed by experts. This revealed the relationship, or even the gap, between the practical level and these theories. Throughout the process, the researchers focused on observation, interviews, video/audio recordings, and document data, and conducted continuously until data saturation was reached.

Participants were selected based on specific tasks (purposive sampling) based on their duties and responsibilities relevant to the research. Subject selection was conducted purposively, selecting individuals with direct knowledge and experience related to the research topic. This facilitates the transfer of research results to contexts with similar characteristics. This was done by the researcher because if the limited data sources did not provide complete data, the researcher would seek other individuals who could serve as data sources. This would increase the sample size. Data were obtained from data sources through observation, internal documents, and direct interviews with employees in BKPSDM North

Bolaang Mongondow Regency who had undergone performance appraisals and had received job promotions. In this study, the researcher will use pseudonyms for informants.

In this study, data analysis was conducted from initial data collection through the completion of the data collection. The data analysis technique used in this study was thematic analysis. Thematic analysis is a common data analysis technique in qualitative research to identify, analyze, and report patterns (themes) within the data. This process involves organizing rich qualitative data into themes related to the research focus.

According to Mutch (2013) in Zulystiawati (2020), thematic analysis is the most common process used in qualitative research to facilitate researchers in sorting qualitative data and assist in data analysis.

According to Zulystiawati (2020), thematic analysis has its drawbacks. The process is time-consuming and complex because it requires a thorough review of the data, sometimes reorganizing themes into appropriate categories, interpreting key themes, and organizing findings. However, thematic analysis helps uncover patterns in participants' thoughts, opinions, and stories easily. Analyzing data systematically is crucial to this research study.

Analyzing data systematically is crucial to this research. Interview transcripts were analyzed based on themes using Braun and Clarke's step-by-step thematic guide (Zulystiawati, 2020). In this study, Braun & Clarke applied six steps in data analysis, as follows:

First: Familiarize yourself with your data. First, the researcher repeatedly reads the interview transcripts related to the research to understand their content and context. In this study, the researcher will review the interviews with data sources related to how the competency framework in performance management and promotions is applied and how values-based leadership is applied in performance management and promotions. This aims to build a deep understanding of the data and begin to note initial ideas regarding possible emerging themes, such as the importance of values-based leadership in promotions.

Second: Create initial codes. The next step is to identify and code data relevant to the research focus. This breaks the data into smaller chunks, which can later be used to develop larger themes. These codes will reflect key points from the interviews.

Third: Identify themes. At this stage, the generated codes are then grouped into broader themes that reflect key patterns in the data. This stage also aims to identify key

themes that will form the basis of the research analysis, reflecting the relationship between the competency framework, performance management, job promotions, and leadership values.

Fourth: Review themes. Once initial themes have been identified, the researcher will review them to ensure they align with the data, ensure that no missing data is present, and ensure they address the research focus and sub-focus. The researcher will check whether the identified themes adequately represent the available data and whether they need to be combined, separated, or refined. Furthermore, the researcher will ensure that the themes are interconnected, make sense, and cover all important aspects of the interviews. The researcher can eliminate irrelevant themes or combine similar ones.

Fifth: Define and name themes. The next step is to name the themes appropriate to the content and objectives of the research. The theme name should reflect the essence of the theme. In this study, there may be several identified themes, which the researcher will present in a table for easier understanding, as follows:

This study is limited by factors beyond the researcher's control, as it was conducted over a relatively limited timeframe. Therefore, it cannot capture the dynamics of leadership or career development over the long term. Another limitation is that the study's respondents were limited to a select number of employees who agreed to be interviewed. This may limit the perspectives obtained. Furthermore, the data obtained through interviews is subjective, depending on the perceptions of each informant.

The researcher established the following limitations: this study was limited to employees within the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency and did not include other agencies within the North Bolaang Mongondow Regency Government. The research subjects were limited to structural officials and employees who play a role in or are impacted by the career development process within the BKPSDM Kab. Bolaang Mongondow Utara.

RESULTS

The study identified eight leadership values that significantly shape career development at BKPSDM North Bolaang Mongondow Regency. These findings are summarized in *Table 1*, which outlines each leadership value alongside its main findings and

supporting evidence, making it easier to interpret how each value contributes to the overall career development process.

Table 1. Main Finding & Supporting Evidence of Leadership Value

Leadership Value	Main Finding	Supporting Evidence
Accountability	Merit-based promotions with transparent criteria and open communication.	Open decision-making increases trust and engagement.
Fairness	Equal access to career development regardless of personal ties.	Balanced reward and punishment system motivates improvement.
Integrity	Strict anti-corruption stance and confidentiality of sensitive data.	Maintaining integrity in promotions builds public trust.
Exemplary Behavior	Leaders demonstrate discipline and punctuality as role models.	Attendance and punctuality standards enforced by leaders.
Responsibility	Leaders provide consistent performance monitoring and mentoring.	Performance reviews tied to objective data and feedback.
Honesty	Transparent merit system ensuring competence-based advancement.	All promotions documented and accessible to staff.
Adaptability	Implementation of digital tools and training innovations.	Programs like <i>Wednesday Learning Spotlight</i> enhance skills.
Authoritarianism	Strict sanctions for rule violations to maintain discipline.	Cultural acceptance of structured discipline supports order.

The findings indicate that career development at BKPSDM North Bolaang Mongondow Regency is guided by three core leadership values accountability, fairness, and integrity, supported by exemplary behavior, responsibility, honesty, adaptability, and measured authoritarianism. Open decision-making and merit-based promotion systems have strengthened transparency and employee trust. Digital performance assessments enhance objectivity, reduce bias, and facilitate data-driven career decisions. Leaders demonstrate consistency between personal and organizational values, reject corruption and nepotism, and ensure equitable access to training and educational opportunities. While authoritarian measures are selectively applied to enforce discipline, they coexist with participatory practices that encourage motivation and competence development.

Accountability

Open decision-making is a values-based leadership practice that emphasizes the principles of transparency and accountability. In employee career development at the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM), employees are given the opportunity to independently apply for functional promotions. Selection results are communicated openly, complete with consideration of each candidate's competency and track record. This implementation of open decision-making has resulted in

increased employee trust, engagement, and motivation. Employees feel involved and have control over their career development. This practice also aligns with the spirit of bureaucratic reform, which emphasizes a merit system and talent management. Assessments focus not only on work processes but also on tangible, measurable outcomes such as employee discipline. Daily attendance, tardiness, and leave data are used to assess employee discipline as part of performance integrity.

Promotions are conducted through an open and transparent selection process, using indicators such as work experience, educational background, competency, and performance track record, ensuring a merit-based process. Assessments are based on qualifications and work performance, rather than irrelevant personal factors, thus avoiding employee discrimination. The innovative merit system in the promotion process is a concrete manifestation of the values of integrity and accountability. This innovation not only increases efficiency and transparency in the promotion process but also prevents potential unfair opportunities, thereby building civil servant trust in the implemented career development system.

Fairness

Furthermore, performance assessments at the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM) are digitally based, enabling a more accurate, objective, and accountable assessment process. With digitalization, every employee can directly access and monitor performance assessment results, reducing the potential for subjectivity and discrimination in the career development process. Digitally documented assessment data and processes facilitate audits and oversight, making decisions regarding promotions, transfers, and career development more accountable to the public and civil servants themselves. The personnel service application accelerates career development administrative processes, such as requests for promotions, transfers, and study assignments, which previously required lengthy manual processes prone to bureaucratic hurdles. Digital innovation supports the implementation of a data-driven merit system, where promotions and career development are based on the qualifications, competencies, and performance of civil servants, rather than on personal affiliation or other non-objective factors.

Integrity

Consistency between personal and organizational values held by leaders is key to creating a healthy career development climate. This is demonstrated by top management at

the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM), which believes in the importance of fairness in civil servant careers and implements meritocratic principles in training and promotion processes. Aligned with the organization's values, these actions strengthen employee trust and create a sense of fairness that drives improved performance. The rejection of corruption, collusion, and nepotism is reflected in the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM) policy, which emphasizes meritocracy and transparency. Maintaining official confidentiality means not disclosing strategic, sensitive, or personal information known only by virtue of one's position to unauthorized parties. This demonstrates the integrity and professionalism of civil servants. Maintaining official confidentiality is an important indicator of professionalism and integrity in the career development of civil servants. Information regarding the test material for civil service exams is kept strictly confidential, even among employees within the BKPSDM of North Bolaang Mongondow Regency, documents are strictly guarded by the program manager.

Exemplary Behavior

Leaders always ensure that performance appraisals are conducted and submitted on time at the end of each period. They also emphasize deadlines for their subordinates and do not grant unjustified leeway. Leaders' exemplary discipline creates a consistent and fair work culture for employee career development. Leaders who attend meetings on time serve as clear role models that career development is not just a formal document, but a responsibility that is taken seriously. Furthermore, leaders are impartial in determining who deserves promotions or training. All decisions are based on data and performance.

Responsibility

Performance monitoring, as a form of leadership responsibility in civil servant career development, is a concrete practice of values-based leadership. By conducting regular evaluations, providing feedback, and using performance data as a basis for promotions or training, leaders not only carry out administrative tasks but also strategically develop employees' potential to the maximum and sustainable development.

Honesty

The values of honesty and openness are implemented in the merit system and talent management. The merit system ensures that promotions and transfers are based on competence, qualifications, and performance, not on subjective factors or vested interests.

This way, the career development process becomes fairer and more transparent, and it can objectively map the talents of civil servants for appropriate placement according to organizational needs.

Adaptability

The leadership of the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM) demonstrates exemplary behavior and responsibility through policies that ensure equitable access to training and study assignments for all civil servants. This reflects a commitment to providing equal opportunities for competency development, ensuring that every civil servant has the same opportunity to develop and contribute optimally to the organization. Adaptive values are translated into the implementation of programs such as the Wednesday Learning Spotlight, a form of insight development for employees within the North Bolaang Mongondow Regency BKPSDM. Furthermore, the leadership routinely encourages employees to improve their educational qualifications through study assignments and scholarships. Thanks to this encouragement, eight employees have received study assignments at both the bachelor's and master's levels between 2020 and 2025.

Authoritarianism

The value of obedience, which tends toward authoritarianism, is also adopted through the implementation of strict sanctions for employees who violate regulations. While controversial, this approach has proven effective in improving employee discipline and ensuring that every employee at the North Bolaang Mongondow Regency BKPSDM is committed to the highest standards of professionalism. North Bolaang Mongondow adheres to established standards of behavior.

DISCUSSION

The discussion section interprets and describes the significance of the findings in relation to what was already known about the research problem, contextualizing the results within the broader academic discourse and identifying their implications for policy, practice, and future research.

Synthesis of Key Findings

Based on the research findings, leadership at the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency emphasizes core values such as accountability, integrity, fairness, exemplary behavior, responsibility, honesty, openness, adaptability, and authoritarianism in employee career development. This finding aligns with the values-based leadership theory proposed by Kouzes & Posner (2023), which states that effective leaders are those who are able to instill the organization's core values into daily behavior and decision-making processes, including in human resource management.

The study confirms that values-based leadership at BKPSDM integrates core values into career development practices, consistent with Kouzes & Posner (2023) model emphasizing the institutionalization of values in decision-making. Accountability is operationalized through transparent merit-based promotions, aligning with Syafaruddin (2024) and Bonsu et al., (2022), who highlight the role of integrity systems in fostering trust. Integrity safeguards against nepotism and ensures adherence to regulations, echoing Kurian & Nafukho (2022) findings on fairness perceptions. Exemplary behavior and responsibility enhance leadership credibility and performance culture, as noted by Alhaidan (2025) and Jonck (2024). Adaptive leadership supports innovation and responsiveness to regulatory and technological changes (Nurfitriana & Lisdiono, 2024). While selective authoritarian practices may appear rigid, they reinforce discipline in high power-distance contexts (Hoftede et al., 2010). Overall, the alignment between leadership values and organizational practices reinforces meritocracy, transparency, and competency growth among civil servants.

In this study, the researchers described values based on management level because they are highly sensitive to task-specific or individual-specific considerations. The leadership values held by top and lower management play strategic and operational roles in supporting employee career development. Each level of management contributes differently but complements each other. This aligns with the findings of Chang et al., (2021), who explained that values-based leadership at the top management level will be gradually emulated and internalized by middle and lower-level managers (frontline managers) through observation and role modeling. This model emphasizes that leadership values must be consistent at every level to impact work culture and career development practices. The core leadership values of top management at the Regional Human Resources Development Agency (BKPSDM) in North Bolaang Mongondow Regency are accountability and integrity. Supporting leadership values include exemplary behavior, responsibility, adaptability, and authoritarianism.

Accountability in leadership is demonstrated through leaders' willingness to accept responsibility for the results and processes of employee career management. In the context of career development, accountability is reflected in transparency in the merit-based promotion and transfer process, objective and systematic performance appraisals that are clearly documented, and open explanations of human resource development policies. Accountable top management fosters trust and a sense of security for employees to develop based on their achievements and potential. Syafaruddin (2024) explains that leadership in local government significantly improves transparency and accountability, particularly through the enforcement of good governance and a public performance reporting system. The quality of leadership practices and the integrity of internal control systems significantly enhance accountability in the public sector (Bonsu et al., 2022). At the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency, this means that career decisions are made openly, documented, and publicly accountable.

Integrity is the moral foundation of leadership. Leaders with integrity will uphold honesty and consistency in employee career decisions. Leaders will reject all forms of nepotism or unfair practices in appointments and will also set an example by adhering to personnel procedures and regulations. With integrity, the career development process becomes more dignified and free from unauthorized interference. Kurian & Nafukho (2022) discuss authentic leadership and its relationship to perceptions of organizational justice, where leaders who act consistently and honestly demonstrate full integrity and are able to enhance a sense of fairness among staff. Bonsu et al. state that integrity systems (e.g., declarations of conflicts of interest, codes of ethics) have been shown to strongly encourage sustainable accountability (Bonsu et al., 2022). Leaders with high integrity prioritize honesty and reject nepotism, while building internal and external trust.

Leaders at the top level not only act as directors but also as moral and professional role models. Exemplary behavior strengthens leadership credibility because employees tend to emulate the behavior of their immediate superiors. The exemplary behavior of top management at the North Bolaang Mongondow Regency Human Resources Development Agency (BKPSDM) encourages a culture of learning and improves employee performance standards. Alhaidan (2025) explains that ethical leadership involves guiding and influencing others through actions rooted in honesty, integrity, fairness, and respect. This is essential for building trust, fostering a positive organizational culture, motivating employees, managing risk, and ensuring long-term and sustainable success.

This value of responsibility demonstrates a leader's ability to not only direct but also bear the consequences of decisions made. At the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency, the value of responsibility is crucial because it relates to the management of human resources, which will impact government performance broadly. Leaders' responsibilities require them not only to make decisions but also to mentor employees to achieve career development goals. Jonck (2024) emphasized that responsible leaders directly shape a supportive and results-oriented organizational culture.

In the digital era and bureaucratic transformation, top management must be adaptive to changes in the environment, regulations, and employee needs. Adaptive leadership encourages innovation in services, the use of information technology, and a flexible approach to human resource issues. The VUCA era and bureaucratic reform demand agile, adaptive leadership. Nurfitriana & Lisdiono (2024) found that adaptive leadership is necessary for the government to respond to changes in regulations, technology, and employee needs. At the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency, leaders are able to accommodate digital training, job rotation, and digital-based performance assessments. Although an authoritarian style is often associated with a power-hungry approach, research Purnami & Indayani (2023) shows that in a disciplined organizational context, an authoritarian style can increase employee loyalty when combined with motivation and discipline.

The core leadership value of lower management at the BKPSDM of North Bolaang Mongondow Regency is justice. Supporting leadership values of lower management at the BKPSDM of North Bolaang Mongondow Regency include exemplary behavior and responsibility. The value of justice in career development means that lower management at the BKPSDM of North Bolaang Mongondow Regency supports all employees in receiving equal opportunities for development. The selection process is based on performance, competence, and potential, not personal relationships. A balanced reward and punishment system is implemented. The value of justice motivates employees to improve their competencies because they believe their results will be objectively recognized. This study highlights that leadership that adheres to integrity, justice, and social responsibility plays a crucial role in the sustainability of organizations in Indonesia. An adaptive and visionary approach enables a balance between ethical, social, and organizational performance values.

Digital performance assessment innovation at the BKPSDM of North Bolaang Mongondow Regency. North Bolaang Mongondow implements principles aligned with the core values of the civil service, namely adaptive values, translated into continuous innovation and enthusiasm in driving and embracing change (Indonesia, 2021). This system eliminates manual intervention, thereby minimizing the risk of data manipulation and illegal levies. Digitizing personnel services improves data accuracy and reduces administrative processing time. This also supports the principle of meritocratic transparency in Law No. 5 of 2014, which mandates that career development decisions be based on objective data (Republik Indonesia, 2014).

A digital-based civil service management process is necessary for the development of a smart civil service, ensuring that civil service performance can be objectively measured, maintains a digital track record, is transparent, and is accountable (Khaeromah et al., 2021). Digital government transformation is influenced by various factors, including urgency, the need for change, and the creation of a collaborative environment (Tangi et al., 2021).

Digitalization of performance assessments at the Regional Human Resources Development Agency (BKPSDM) of North Bolaang Mongondow Regency. North Bolaang Mongondow demonstrates that a digital assessment system reduces subjective bias because employee performance data is automatically recorded through integration with the e-Kinerja application. Digitization also strengthens the merit system by ensuring promotions are based on competency, qualifications, and performance, rather than personal affinities. The integration of personnel data into a centralized system like SIASN enables big data-based talent analysis, resulting in more objective identification of potential leaders.

The implementation of a merit system, transparency in promotions, and the provision of competency development opportunities for all employees also align with the principles of meritocracy in civil service management, as stipulated in Law No. 5 of 2014 concerning the State Civil Apparatus and Government Regulation No. 11 of 2017 concerning Civil Service Management.

The tendency toward obedience, sometimes authoritarian, despite its negative connotation, can actually support discipline and optimize service delivery. This aligns with findings (Hoftede et al., 2010) that high power distance in local cultures can influence a more hierarchical and instructive leadership style.

Comparison with Literature

The results of this study indicate that the application of leadership values such as accountability, integrity, and fairness in the career development of civil servants at the BKPSDM aligns with the value-based leadership theory proposed by Kouzes & Posner (2023), which states that effective leadership occurs when core values are internalized into daily managerial processes. The findings regarding accountability, manifested through merit-based promotions and transparent criteria, align with those of Syafaruddin (2024) and Bonsu et al., (2022), who emphasized that a fair and transparent promotion system increases employee trust and the legitimacy of public organizations.

The value of integrity, which in this study is evident through a firm stance against corruption, collusion, and nepotism is consistent with the findings of Kurian & Nafukho (2022) that perceptions of organizational justice increase when leaders maintain integrity in decision-making. The findings regarding exemplary behavior and responsibility also confirm the studies of Alhaidan (2025) and Jonck (2024), which emphasize the role of exemplary leaders in establishing a positive work culture and increasing employee motivation.

The application of adaptability values through digital innovation, such as the use of a technology-based performance appraisal system, aligns with the findings of Nurfitriana & Lisdiono (2024), who found that public sector leaders who are responsive to technological change are able to improve the efficiency and accuracy of performance appraisals. Meanwhile, the presence of measurable authoritarianism supports Hofstede et al., (2010) view of a high power distance culture, where strict discipline is accepted as a mechanism for maintaining order and compliance.

Therefore, this study adds to the literature by demonstrating how a combination of universal leadership values (e.g., integrity, accountability, fairness) and culturally contextual values (measurable authoritarianism) can synergize to create an effective career development system in the Indonesian public sector.

Implications for Policy and Practice

The findings of this study provide strategic implications for the formulation of policies and practices for civil servant career management. *First*, the implementation of a transparent and measurable merit-based promotion system needs to be made a standard operating procedure across all BKPSDM units. This not only reduces the risk of corruption, collusion, and nepotism but also increases employee motivation and commitment to achieving optimal performance.

Second, the integration of integrity and accountability values into career development policies needs to be supported by internal regulations containing regular monitoring and evaluation mechanisms. For example, establishing an ethics committee or supervisory team tasked with verifying the compliance of promotion and performance appraisal processes with the principles of fairness and transparency.

Third, the findings regarding exemplary behavior and leadership responsibility demonstrate the importance of leadership development programs that focus not only on technical competencies but also on internalizing moral and ethical values. This program can be integrated with civil servant core values training, such as BerAKHLAK, so that leaders at every level can serve as credible role models.

Fourth, digital innovations in performance appraisals, such as the implementation of an e-performance appraisal system, have been shown to increase the objectivity and efficiency of the process. Future policies can expand the application of this technology to all aspects of HR management, including competency monitoring, training management, and succession planning.

Fifth, although a measured element of authoritarianism helps maintain discipline, its application must be proportionately regulated within policies to avoid stifling employee creativity. Internal regulations need to strike a balance between strict control and employee participation in decision-making. To ensure the sustainability of this practice, regional and central governments can incorporate indicators of leadership value implementation into agency performance evaluation instruments. This way, achievement of performance targets is measured not only by administrative output but also by the quality of processes that reflect core leadership values.

Limitations

This study is limited by factors that cannot be controlled by the researcher because this study was conducted within a fairly limited time frame, so it cannot capture the dynamics of leadership or career development in the long term. The researcher sets the following limitations: this study is limited to employees in the BKPSDM Environment of North Bolaang Mongondow Regency, does not include other agencies within the North Bolaang Mongondow Regency Government. The research subjects are limited to structural officials and employees who play a role in or are affected by the career development process within the BKPSDM environment.

CONCLUSION

This study concludes that leadership at BKPSDM North Bolaang Mongondow Regency embodies accountability, fairness, and integrity as core values, supported by exemplary behavior, responsibility, honesty, adaptability, and measured authoritarianism. These values translate into transparent, merit-based career systems, digitalized performance assessments, equitable training access, and consistent enforcement of regulations. The integration of values-based leadership fosters trust, discipline, and competency enhancement, contributing to a more ethical and effective public service. Future research should expand to other regional BKPSDM contexts to assess the scalability and sustainability of these leadership practices.

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