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# The Effect of ASN Core Values BerAKHLAK on Employee Performance at the Solok Regency Education Office

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**Abstract**

Employee performance is a fundamental determinant of organizational effectiveness in achieving institutional goals. At the Solok Regency Education Office, several performance-related problems remain evident, including delays in task completion, limited employee independence, inadequate competencies due to the absence of structured training programs, and discrepancies between performance appraisal data and field realities. This study aims to examine the effect of the ASN BerAKHLAK Core Values on employee performance at the Solok Regency Education Office. The study employed a quantitative method with a causal associative approach. The research population comprised all Civil Servants (*Pegawai Negeri Sipil* [PNS]) at the Solok Regency Education Office, totaling 35 individuals, all of whom were selected as the sample through a total sampling technique. Data were collected through questionnaires and analyzed using simple linear regression. The findings indicate that the ASN BerAKHLAK Core Values have a positive and significant effect on employee performance, as shown by a significance value of 0.027 (< 0.05) and a regression coefficient of 0.260. The ASN BerAKHLAK Core Values account for 14% of the variance in employee performance (R Square = 0.140), while the remaining 86% is influenced by other factors not examined in this study.


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The study concludes that strengthening the internalization of ASN BerAKHLAK Core Values through consistent organizational culture programs and leadership reinforcement is essential for improving employee performance in a broader and more sustainable manner. These findings contribute to the understanding of values-based performance improvement in public sector institutions and offer practical implications for strengthening human resource management within government offices.

**Keywords**: ASN BerAKHLAK; Civil Servants; Core Values; Education Office; Employee Performance

## INTRODUCTION

Employee performance is a fundamental aspect of achieving organizational goals, including within the government bureaucracy(T. K. Dewi et al., 2026). According to (Robbins & Judge, 2017), employee performance is an individual's overall level of success in carrying out tasks over a specific period, measured against established performance standards, targets, or criteria (as cited in (Humaidi, 2024) Meanwhile, Mangkunegara (2017, in Khaeruman, 2021) defines performance as the achievement of work results, both in terms of quality and quantity, attained by employees in accordance with their responsibilities over a specific period. Thus, optimal performance is a primary prerequisite for the realization of quality public service (Jotha, 2025).

In an effort to strengthen the performance of the Civil Service (ASN), the Indonesian government launched the ASN BerAKHLAK core values on July 27, 2021 (Nandalia & Rizqi, 2023). BerAKHLAK is an acronym for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which is further regulated through Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Permenpan RB) No. 6 of 2022 (Republik, 2014). This policy emphasizes that all civil servants are required to internalize and implement the BerAKHLAK values as a guide in the performance of their duties and functions (Setiawan & Krisnandi, 2024). The existence of these core values is expected to unify civil servants' perceptions regarding fundamental civil service values, foster a shared mindset, and promote a bureaucratic work culture that is more professional, responsive, and integrity-driven (Abdullah, 2021).

However, the implementation of the BerAKHLAK values across various local government agencies still faces numerous challenges(Putri et al., 2023). The Solok Regency Education Office, as one of the local government agencies responsible for managing education in its region, demonstrates a gap between the ideal performance standards based on BerAKHLAK and the reality on the ground. Based on the researcher's observations, there remain several significant performance issues, including delays in task completion, where administrative documents that should be finalized within one working day actually take several days to a week; 127 recorded cases of tardiness and 107 cases of leaving early over a three-month period; and employee behavior involving the use of work time for personal purposes, such as playing on cellphones and accessing social media. Additionally, many employees tend to be reactive, waiting for instructions from superiors, and have not yet demonstrated initiative or full responsibility for the tasks entrusted to them (Ghozi & Shodiq, 2025).

These performance issues are further exacerbated by the limited competencies and technical skills of the staff. To date, the Solok Regency Education Office has never conducted regular, structured training programs for its employees. As a result, many staff members struggle to operate digital government administration applications, integrated management information systems, and other supporting technologies. This situation leads to inefficient work completion, documents that often fail to meet formatting standards, reports containing technical errors, and data that is less accurate. This situation contradicts the "Competence" value within the BerAKHLAK framework, which requires employees to continuously learn and develop their capabilities in line with advancements in technology and government administrative systems.

Theoretically, the relationship between organizational values and employee performance has been extensively studied in the human resource management literature (Busro, 2018). Well-internalized organizational values can foster a positive work culture and drive performance improvement (Robbins & Judge, 2017). In the context of civil servants, the BerAKHLAK core values are designed as a foundational framework to strengthen the bureaucratic work culture comprehensively (Sabana et al., 2022). (Abdullah, 2021) asserts that the existence of uniform core values across all levels of the civil service will drive organizational performance toward long-term success. However, a concerning gap remains: Employee Performance Target (SKP) data indicates that all employees (100%) received a minimum rating of "Good," yet the observed reality reveals various issues regarding

timeliness, independence, quantity, and quality of work. This indicates that the existing performance appraisal system is not yet fully capable of comprehensively measuring the actual application of BerAKHLAK values in employees' daily work behavior, and this gap has not been sufficiently examined empirically at the local government level, particularly in the context of the Solok Regency Education Office (Setiawati & Andayani, 2020).

This study offers novelty by empirically examining the contribution of each dimension of the ASN BerAKHLAK core values—Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative—toward employee performance in a local government education office setting, which remains underexplored in existing literature . The theoretical foundation of this study rests on human resource management theory ((Robbins & Judge, 2017); Mangkunegara, 2017) and organizational value theory (Abdullah, 2021) which posit that genuinely internalized organizational values serve as a behavioral guide that directly influences work performance. The effectiveness of BerAKHLAK implementation depends heavily on the extent to which these values are genuinely applied and serve as a guide for employees' work behavior in their daily bureaucratic lives (Shalsabila et al., 2025).

Based on the problem description above, this study aims to analyze the influence of the ASN BerAKHLAK core values on employee performance at the Solok Regency Education Office. A quantitative approach was used to systematically and objectively measure the contribution of the BerAKHLAK values in influencing employee performance, thereby providing a comprehensive and measurable picture of this relationship. The results of this study are expected to make a dual contribution, both theoretically and practically. Theoretically, this study is expected to enrich the body of knowledge in Public Administration and Human Resource Management, particularly regarding the implementation of core values of civil servants and their impact on the performance of government organizations (Martogi & Dwiputrianti, 2023). Practically, the findings are expected to serve as a basis for the leadership of the Solok Regency Education Office in formulating strategic policies to optimize the application of BerAKHLAK core values, as well as to serve as a reference for other local governments in improving civil service performance in the era of bureaucratic reform.

## METHODS

This study employs a quantitative approach using causal-associative and descriptive methods to analyze the influence of the ASN BerAKHLAK Core Values on employee performance at the Solok Regency Education Office (Sugiyono, 2023). A causal-associative design was chosen to systematically and objectively examine the cause-and-effect relationship between the independent variable (ASN BerAKHLAK Core Values) and the dependent variable (employee performance). This study was conducted at the Solok Regency Education Office over a period of three months, from January to March 2025.

The study population consists of all 35 Civil Servants (PNS) at the Solok Regency Education Office. Given the relatively small population size, a total sampling technique was applied, meaning the entire population was used as the research sample. This technique was selected to ensure data completeness and to minimize sampling error, so that the research findings accurately represent the actual conditions within the organization.

Primary data were collected through a structured questionnaire using a four-point Likert scale without a neutral option, designed to avoid central tendency bias and to obtain more decisive responses from respondents. The instrument was developed based on two variables: the independent variable (X), namely the ASN BerAKHLAK Core Values, with seven indicators comprising service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative (Abdullah, 2021) ; and the dependent variable (Y), namely employee performance, with five indicators comprising quality, quantity, timeliness, effectiveness, and independence (Robbins & Judge, 2017). Secondary data were obtained from performance evaluation reports and employee attendance records at the Solok Regency Education Office. Prior to use, the instrument was tested for validity using the Product Moment correlation (valid if r-calculated > r-table) and for reliability using Cronbach's Alpha (reliable if $\alpha > 0.6$) (Ghozali, 2018 in (Indartini & Mutmainah, 2024)

Data were analyzed using SPSS version 21.0 through several sequential stages. First, classical assumption tests were conducted, including the Kolmogorov-Smirnov normality test, linearity test, Park's heteroscedasticity test, and the Durbin-Watson autocorrelation test, to ensure that the data met the requirements for regression analysis. Subsequently, Product Moment correlation analysis was performed to determine the strength and direction of the relationship between variables, followed by simple linear regression analysis using the equation $\hat{Y} = a + bX$ to measure the magnitude of the influence of the ASN

BerAKHLAK Core Values on employee performance. Finally, hypothesis testing was carried out using the t-test at a significance level of 0.05 to determine whether the influence of the independent variable on the dependent variable was statistically significant.

## RESULTS

### Validity Test of the Research Instrument

**Table.1 Validity Test of the Research Instrument**

| Variabel | Item | Pearson Correlation | R Table | Keterangan |
|---|---|---|---|---|
| Core values ASN BerAKHLAK(X) | X1 | 0.581 | 0,3338 | Valid |
| | X2 | 0.453 | 0,3338 | |
| | X3 | 0.576 | 0,3338 | |
| | X4 | 0.490 | 0,3338 | |
| | X5 | 0.398 | 0,3338 | |
| | X6 | 0.587 | 0,3338 | |
| | X7 | 0.487 | 0,3338 | |
| | X8 | 0.546 | 0,3338 | |
| | X9 | 0.516 | 0,3338 | |
| | X10 | 0.551 | 0,3338 | |
| | X11 | 0.588 | 0,3338 | |
| | X12 | 0.540 | 0,3338 | |
| | X13 | 0.411 | 0,3338 | |
| | X14 | 0.428 | 0,3338 | |
| | X15 | 0.609 | 0,3338 | |
| | X16 | 0.450 | 0,3338 | |
| | X17 | 0.389 | 0,3338 | |
| | X18 | 0.631 | 0,3338 | |
| | X19 | 0.588 | 0,3338 | |
| | X20 | 0.380 | 0,3338 | |
| | X21 | 0.453 | 0,3338 | |
| Kinerja Pegawai (Y) | Y1 | 0,513 | 0,3338 | Valid |
| | Y2 | 0,696 | 0,3338 | |
| | Y3 | 0,513 | 0,3338 | |
| | Y4 | 0.650 | 0,3338 | |
| | Y5 | 0.659 | 0,3338 | |
| | Y6 | 0.597 | 0,3338 | |
| | Y7 | 0.635 | 0,3338 | |
| | Y8 | 0.513 | 0,3338 | |
| | Y9 | 0.470 | 0,3338 | |
| | Y10 | 0.461 | 0,3338 | |

| | | | | |
|---|---|---|---|---|
| | Y11 | 0.674 | 0,3338 | |
| | Y12 | 0.438 | 0,3338 | |
| | Y13 | 0.666 | 0,3338 | |
| | Y14 | 0.614 | 0,3338 | |
| | Y15 | 0.407 | 0,3338 | |

*Source: Compiled by the researcher (2026)*

All items in the instrument for the ASN BerAKHLAK Core Values variable (X) and the employee performance variable (Y) were deemed valid and suitable for use as measurement tools in the study, as all calculated r-values were greater than the critical r-value (0.3338). Thus, the instrument is capable of accurately and consistently measuring what it is intended to measure.

## Reliability Test of the Research Instrument

**Table 2. Reliability Test of the Research Instrument**

| Variabel | Nilai cronbach's alpha | Keterangan |
|---|---|---|
| Core values ASN BerAKHLAK (X) | 0,852 | Reliabel |
| Kinerja Pegawai (Y) | 0,845 | |

*Source: Compiled by the researcher (2026)*

The table above shows that the Cronbach's alpha values for all variables are greater than 0.60. The assumption for the Cronbach's Alpha test is that if the obtained Cronbach's Alpha value is greater than or equal to ≥0.6, the instrument can be considered reliable (Suripto & Saputra, 2016).

## Normality Test

**Table 3. Normality Test**

| One-Sample Kolmogorov-Smirnov Test | | |
|---|---|---|
| | | **Unstandardized Residual** |
| N | | 35 |
| Normal Parameters[a,b] | Mean | 0,0000000 |
| | Std. Deviation | 4,09220210 |
| Most Extreme Differences | Absolute | 0,077 |
| | Positive | 0,077 |

| | | |
|---|---|---|
| | Negative | -0,075 |
| Test Statistic | | 0,077 |
| Asymp. Sig. (2-tailed) | | .200[c,d] |

*Source: Compiled by the researcher (2026)*

Based on the results of the Kolmogorov-Smirnov normality test in the table above, the Asymp. Sig. (2-tailed) value is 0.200. Since the significance value is greater than the significance level used (α = 0.05), the residual data in this study are normally distributed.

**Linearity Test**

Based on the results of the linearity test, a significance value of 0.021 (< 0.05) was obtained for linearity, indicating a significant linear relationship between the ASN BerAKHLAK Core Values and employee performance. Meanwhile, a significance value of 0.232 (> 0.05) for deviation from linearity indicates no deviation from linearity.

**Heteroscedasticity Test**

Based on the results of the heteroscedasticity test, a significance value of 0.406 (> 0.05) was obtained for the ASN BerAKHLAK Core Values variable. Since this variable has a significance value greater than 0.05, it can be concluded that there is no evidence of heteroscedasticity in this regression model (Sihabudin, 2021).

**Autocorrelation Test**

Based on the results of the autocorrelation test, the Durbin-Watson (DW) value is 2.367. This value is used to determine whether there is a relationship or influence between the residuals of one data point and another. According to the criteria, if the DW value is between 1.5 and 2.4, there is no autocorrelation. Since the DW value of 2.367 falls within this range, it can be concluded that there is no evidence of autocorrelation in this regression model. This means that the residuals are independent of one another (they do not influence each other), so the regression model meets the classical assumptions and is suitable for further analysis.

## Correlation Analysis

**Table 4. Correlation Analysis**

| Correlations | | | |
|---|---|---|---|
| | | **CORE VALUES ASN BERAKHLAK** | **KINERJA PEGAWAI** |
| CORE VALUES ASN BERAKHLAK | Pearson Correlation | 1 | .374* |
| | Sig. (2-tailed) | | 0,027 |
| | N | 35 | 35 |
| KINERJA PEGAWAI | Pearson Correlation | .374* | 1 |
| | Sig. (2-tailed) | 0,027 | |
| | N | 35 | 35 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | |

*Source: Compiled by the researcher (2026)*

Based on the correlation analysis table above, a significance value of 0.027 was obtained for the variables "Core Values of ASN BerAKHLAK" and "employee performance." Since the significance value is smaller than the significance level used (α = 0.05), there is a significant correlation between the variables "Core Values of ASN BerAKHLAK" and "employee performance" in this regression model.

## Simple Regression Analysis

**Table 5. Simple Regression Analysis**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 92,803 | 1 | 92,803 | 5,379 | .027[b] |
| | Residual | 569,368 | 33 | 17,254 | | |
| | Total | 662,171 | 34 | | | |

*Source: Compiled by the researcher (2026)*

Based on the results of the simple linear regression test, a significance value of 0.027 was obtained. Since the significance value is smaller than the significance level used (α = 0.05), the regression model is significant and the resulting effect is meaningful (Suripto & Saputra, 2016)

## Coefficient of Determination

**Table 6. Coefficient of Determination**

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | **Std. Error of the Estimate** |
| 1 | .374[a] | 0,140 | 0,114 | 4,154 |

*Source: Compiled by the researcher (2026)*

Based on the results of the R-squared test, an R-squared value of 0.140 was obtained; therefore, it can be concluded that the variable "Core Values of ASN BerAKHLAK" (X) contributes 14% to the variation in the variable "Employee Performance" (Y). The remaining 86% is influenced by other factors not examined in this study.

## T-Test (Hypothesis Testing)

**Table 7. T-Test**

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| | | **B** | **Std. Error** | **Beta** | | |
| 1 | (Constant) | 27,432 | 6,908 | | 3,971 | 0,000 |
| | CORE VALUES ASN BERAKHLAK | 0,260 | 0,112 | 0,374 | 2,319 | 0,027 |

*Source: Compiled by the researcher (2026)*

Based on the table above, a t-value with a significance level of 0.027 < 0.05 was obtained. This indicates that the Core Values of ASN BerAKHLAK (X) variable has a significant effect on Employee Performance (Y). Additionally, a positive B-value of 0.260 was obtained, indicating that the Core Values of ASN BerAKHLAK have a positive effect on Employee Performance.

## DISCUSSION

### The Effect of ASN BerAKHLAK Core Values on Employee Performance

The results of the simple linear regression analysis confirm that the ASN BerAKHLAK Core Values have a positive and significant effect on employee performance at the Solok Regency Education Office, with a regression coefficient of 0.260 (t = 2.319;

sig. = 0.027 < 0.05). This finding indicates that every increase in the application of BerAKHLAK values is followed by a statistically significant improvement in employee performance (Kalinggar et al., 2026). Nevertheless, the strength of the relationship between the two variables is relatively weak (R = 0.374), and the contribution of the Core Values to the variation in employee performance is only 14% ($R^2$ = 0.140), while the remaining 86% is influenced by other variables beyond the scope of this research model.

The relatively weak strength of this relationship can be explained through the perspective of (Robbins & Judge, 2017), who state that an organizational culture that has not been strongly internalized tends to have a limited influence on individual work behavior. Organizational values do not always directly manifest in work behavior if they are not supported by adequate performance management systems and coaching mechanisms. This is in line with the view of Mathis and Jackson (2011) in (Setiawan & Krisnandi, 2024), who explain that employee performance is the result of a complex interaction between individual ability, motivation, organizational support, and HR management systems—making Core Values just one of many contributing factors.

For employees who have deeply internalized the BerAKHLAK values, these values serve as a guide in setting work priorities, maintaining motivation, and fostering a results-oriented mindset (Afandi, 2018). (Abdullah, 2021) adds that the consistency of Core Values across all organizational levels fosters harmony in attitudes and collective synergy, which in turn drives the achievement of the organization's long-term goals. These findings are further reinforced by (Yozi & Amalia, 2024), who confirm that the strong internalization of organizational cultural values is positively correlated with increased employee motivation and the attainment of performance targets.

The proven significant positive influence of the ASN BerAKHLAK Core Values on employee performance implies that consistent and structured efforts to strengthen the internalization of these values are strategically relevant to improving civil servant performance (Peraturan, 2022) in (Mudore et al., 2025). As stated by (Adamy, 2016) the internalization of core values is essentially a strengthening of organizational culture that impacts increased employee commitment and performance. Therefore, organizational leadership—particularly at the Solok Regency Education Office—needs to develop concrete programs to embed BerAKHLAK values in the daily work behavior of

employees, such as through regular evaluations, leadership role modeling, and value-based performance recognition system (P. T. Dewi, 2023).

The fact that 86% of performance variation is influenced by factors outside the scope of this study underscores the need for a more comprehensive analysis in future research. Kasmir (2019) in (Anissa, 2025) identified several factors that influence employee performance, including leadership, work motivation, competence, organizational culture, and the work environment. Thus, the ASN BerAKHLAK Core Values should be strengthened through holistic managerial interventions and cannot be positioned as a standalone tool in performance improvement strategies (Anamu & Lewaherilla, 2025). Furthermore, this study was limited to 35 civil servants at a single agency, which restricts the generalizability of the findings to broader government organizational contexts.

## CONCLUSION

Based on the data analysis results, it can be concluded that the ASN BerAKHLAK Core Values have a positive and significant effect on employee performance at the Solok Regency Education Office. This is evidenced by a regression coefficient of 0.260 and a t-test result of 2.319 with a significance level of 0.027 (< 0.05), thus accepting the research hypothesis. Although the influence was proven to be significant, the strength of the relationship between the two variables was classified as weak (R = 0.374) with a contribution of 14% ($R^2$ = 0.140) to the improvement in employee performance. This indicates that employee performance is not solely determined by the internalization of the BerAKHLAK Core Values but is also influenced by various other factors such as leadership, work motivation, competence, and the work environment.

This study contributes theoretically to the development of knowledge in the fields of Public Administration and Human Resource Management, particularly by providing empirical evidence of the relationship between the ASN BerAKHLAK Core Values and civil servant performance at the local government level. The findings reinforce the theoretical proposition that well-internalized organizational values positively influence employee work behavior and performance, while also highlighting that Core Values alone are insufficient as the sole determinant of performance improvement without being accompanied by a comprehensive and integrated HR management system.

For future research, it is recommended to expand the scope of study by incorporating other variables that potentially influence employee performance, such as leadership style, work motivation, competency development, and the organizational work environment, so as to obtain a more complete and comprehensive picture of the factors driving ASN performance. Future studies are also encouraged to use larger samples across multiple government agencies and to employ mixed-method approaches that combine quantitative and qualitative data, in order to deepen understanding of how the BerAKHLAK Core Values are actually internalized and applied in the daily work behavior of civil servants in the era of bureaucratic reform.

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