

RINGKASAN

Penelitian ini bertujuan untuk menganalisis kinerja implementasi *core value* ASN Ber-Akhlak dalam meningkatkan kualitas pelayanan publik di Universitas Jenderal Soedirman. *Core value* Ber-Akhlak, yang meliputi Berorientasi Pelayanan, Akuntabel, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif, merupakan landasan etika dan perilaku ASN yang diharapkan mampu membentuk budaya kerja profesional dan berintegritas.

Permasalahan utama dalam penelitian ini adalah belum optimalnya penerapan *core value* dalam aktivitas sehari-hari ASN serta belum meratanya internalisasi nilai-nilai tersebut di lingkungan universitas. Penelitian ini menggunakan pendekatan kualitatif dengan metode pengumpulan data melalui wawancara mendalam, observasi langsung, dan studi dokumentasi. Data dianalisis menggunakan model interaktif Miles dan Huberman dan diuji keabsahannya dengan teknik triangulasi.

Hasil penelitian menunjukkan bahwa implementasi *core value* ASN Ber-Akhlak di Unsoed masih belum berjalan optimal. Hal ini tercermin dari sejumlah permasalahan, seperti pelanggaran kedisiplinan pegawai, kurangnya pemahaman nilai-nilai inti, lemahnya pengawasan internal, serta minimnya keteladanan dan insentif yang mendorong implementasi nilai-nilai tersebut. Faktor-faktor yang memengaruhi implementasi meliputi kejelasan instruksi, mekanisme pengawasan, pemberian sanksi dan insentif, komitmen pelaksana, karakteristik *target groups*, struktur organisasi, serta faktor lingkungan internal dan eksternal.

Kesimpulannya, kinerja implementasi *core value* ASN Ber-Akhlak di Universitas Jenderal Soedirman perlu diperkuat melalui sinergi lintas unit, penguatan budaya organisasi berbasis nilai, serta strategi pembudayaan nilai-nilai akhlak melalui keteladanan, pelatihan, dan monitoring berkelanjutan. Hasil penelitian ini diharapkan dapat memberikan kontribusi teoritis dan praktis dalam peningkatan kinerja pelayanan publik berbasis nilai di lingkungan perguruan tinggi.

Kata Kunci:

Core Value ASN Ber-Akhlak, Implementasi Kebijakan, Pelayanan Publik, Universitas Jenderal Soedirman.

SUMMARY

This study aims to analyze the performance of the implementation of the core values of ASN Ber-Akhlak (Authorized Civil Servants) in improving the quality of public services at Jenderal Soedirman University. The core values of Ber-Akhlak, which include Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, are the foundation of ASN ethics and behavior, which are expected to foster a professional and integrated work culture.

The main problem in this study is the suboptimal implementation of core values in ASN's daily activities and the uneven internalization of these values within the university environment. This study used a qualitative approach, collecting data through in-depth interviews, direct observation, and documentation studies. Data were analyzed using the Miles and Huberman interactive model and tested for validity using triangulation techniques.

The results indicate that the implementation of the ASN Ber-Akhlak core values at Unsoed is still not optimal. This is reflected in several problems, such as employee disciplinary violations, a lack of understanding of the core values, weak internal oversight, and a lack of role models and incentives to encourage the implementation of these values. Factors influencing implementation include clarity of instructions, oversight mechanisms, sanctions and incentives, implementer commitment, target group characteristics, organizational structure, and internal and external environmental factors.

In conclusion, the implementation of the core values of ASN Ber-Akhlak (Authorized Civil Servants) at Jenderal Soedirman University needs to be strengthened through cross-unit synergy, strengthening a values-based organizational culture, and strategies for cultivating moral values through role models, training, and ongoing monitoring. The results of this study are expected to provide theoretical and practical contributions to improving the performance of values-based public services in higher education.

Keywords:

Core Values of ASN Ber-Akhlak, Policy Implementation, Public Service, Jenderal Soedirman University.