

WORK CULTURE OF STATE CIVIL APPARATUS IN THE REGIONAL FOOD SERVICE OF NORTH SULAWESI PROVINCE

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Abstract: This study aims to analyze the work culture of the State Civil Apparatus (ASN) in the Regional Food Service of North Sulawesi Province. The research design used in this study uses qualitative research methods with a descriptive approach. This qualitative research method is used to examine the natural condition of the object. Data collection techniques consist of observation, interviews and documentation. According to the findings of the study, the work habits of state civil apparatus in the food service of North Sulawesi Province were influenced by office-hours-related discipline, seniority, and closeness to the leadership. In the pattern of work, the attitude of the State Civil Apparatus places itself as the person closest to the leadership, both direct and higher leadership, so that individual performance has an impact on the performance of agencies in providing public services. As part of the work culture, the State Civil Apparatus carries out its primary responsibilities and functions in accordance with regulations established by both the Ministry and the governor of North Sulawesi province regarding the implementation of work that must be carried out by the State Civil Apparatus. The values embraced in carrying out work as a state civil apparatus in the regional food service of the province of North Sulawesi as a whole are related to the regulations on the state civil apparatus that are based on law number 5 of 2014.

Keywords: *Food Service, State Civil Apparatus, Work Culture*

1. Introduction

The State Civil Apparatus Law No. 5 of 2014 is one of the rules that has become the turning point for the transformation of Indonesia's bureaucracy. In Law Number 5 of 2014 concerning the State Civil Apparatus (hereinafter referred to as ASN) it is stated that in order to realize the implementation of the nation's ideals and realize the goals of the State, it is necessary to build a State Civil Apparatus that has integrity, is professional, neutral and free from political intervention, is clean from practices of corruption, collusion and nepotism, capable of providing public services for the community, and capable of carrying out its role as a unifying element of the nation and the unity of the Republic of Indonesia which is based on Pancasila and the 1945 Constitution of the Republic of Indonesia. Public services carried out by ASN are related to performance where performance is the result of work in quality and quantity achieved by an employee in carrying out the duties assigned in accordance with the responsibilities they carry. In the scope of government, if the performance of government apparatus resources has good resources, the performance of government institutions will automatically be good, but if the

performance of government apparatus resources is poor, it can result in low performance of these government institutions.

ASN's behaviors and attitudes have a significant impact on work discipline and productivity. If employees are not dedicated to carrying out their task in accordance with applicable regulations, the function of work discipline and the incorporation of work culture in the organization, in this case government agencies, will not be optimal for enhancing employee performance. In addition, values in executing responsibilities, which are essential because of work discipline, habits, and attitudes, are part of the work culture, which is a factor that can provide optimal work outcomes.

Work culture is also related to the commitment of an organization or agency as an appropriate indicator in building a work relationship. With habits and attitudes and obeying regulations accompanied by carrying out work in accordance with existing values, commitment is needed which is interpreted as the ability of the state civil apparatus to carry out responsibilities and obligations that limit someone from doing something. State civil apparatus who has a high commitment are expected to be able to produce optimal performance. When a State civil apparatus has a good work culture and is supported by a good institution or organization, he will be able to form a good commitment so that he can improve the performance of both the individual ASN itself and the agency where the ASN is assigned.

The regional food service for North Sulawesi province is one of the agencies formed by the government to carry out supporting functions in government affairs in the food sector. In addition to taking care of food, thus in the field itself, they must evaluate and report the work results of ASN and the process of handling assigned tasks and responsibilities as well as identify disciplinary violations related to organizational culture concerning habits, attitudes, carrying out tasks in accordance with regulations and having values -value to execute work as a responsibility.

The state civil apparatus in the regional food service of North Sulawesi province must set a good example as a benchmark for all ASNs in the North Sulawesi provincial government area so that they can have a work culture with high commitment so that the results of work carried out by ASN are in accordance with the expectations of government agencies. The phenomenon that occurs in ASN who are in the food service of North Sulawesi Province shows that there is still a low level of employee discipline, namely in terms of attendance. There are still many ASNs who do not come to the office according to the set hours as well as the hours they go home from work. Most state civil apparatus, especially those who have duties outside the office, generally no longer return to the office but go straight home, so there are problems with the attendance process, which currently uses face.id.

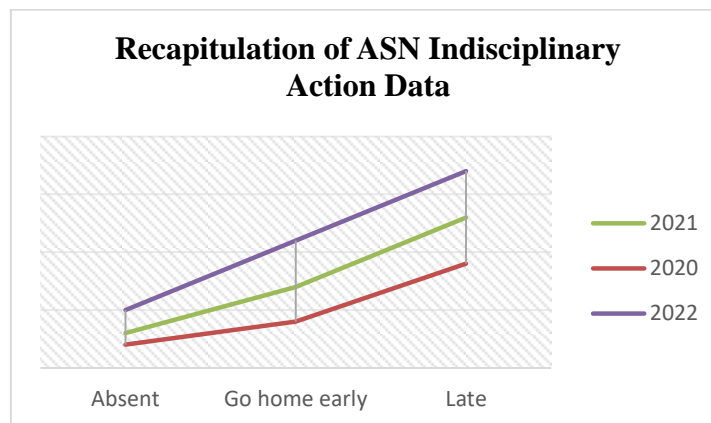


Figure 1. Recapitulation of ASN Indisciplinary Action Data for the North Sulawesi Provincial Food Service

Based on Figure 1, it shows that almost every year the disciplinary level that occurs with the most frequent violations is not coming to work (absent), going home early and coming to work late and this clearly has an impact on the lack of increase in ASN work results, especially in the process of completing tasks that are not on time which was in accordance with the goals set by the agency. The number of state civil apparatus in the regional food service is 33 people but the criteria for achieving the expectations set by the agency are still mostly in the sufficient criteria. The results of an interview with one of the employees division of North Sulawesi province said that in obtaining work results in the regional food service of North Sulawesi province, it was seen from the output of Employee Performance Goals (SKP) and the behavior of employees categorized in the work culture in the agency, where if the SKP is not good, the value will be below the standard and cannot be promoted as a punishment while for good work behavior from the ASN in terms of service orientation, integrity, discipline, communication habits and cooperation.

Overall, the low ASN work culture at the Regional Food Service of the province of North Sulawesi can impact the ASN's work performance. Another issue is the behavior of ASNs who believe they are in a superior position to other employees. There are employees that believe they are closer to their superiors than they actually are, resulting in a lack of respect for their superiors. This identifies that the ASN is deemed incapable of working ethically despite having adopted an organizational culture and work culture; yet, the ASN's dedication to work and organization is deemed to be unchanged. In addition, some ASNs in the service have a tendency to utilize familial phrases because some employees are so close and familiar with one another, resulting in poor work performance. This is obviously related to the habits and attitudes that indicate the ASN's work culture has not been fully realized, as well as the organization's low level of commitment, since numerous ASN employees have not demonstrated loyalty.

Based on the background and formulation of the problems that have been described, the purpose of this study is to analyze the work culture of the State Civil Apparatus in the Regional Food Service of North Sulawesi Province. This research is expected to provide benefits in the context of developing science, especially in the field of development resource management. The results of the research are expected to help add knowledge that is closely related to the work culture of the state civil apparatus related to the habits, attitudes, regulations and values carried out by the state civil apparatus in carrying out duties and responsibilities, especially for the Regional Food Service of North Sulawesi province.

2. Research Method

This research was carried out at the Regional Food Office of North Sulawesi province. The research design used in this study uses qualitative research methods with a descriptive approach. The natural objects in this study were objects which not modified or modified manipulations by the researcher that display the conditions at the time the researcher is with the object, after being in the object and after exiting or finishing in carrying out research on objects where the object was relatively unchanged. As such, it is intended that in conducting this research, researchers do not at all regulate the conditions where the research takes place nor manipulate the indicators that are the focus of the research. The determination of informants was carried out using purposive sampling techniques. There were 11 informants or resource persons in this study consisting of:

1. Head of the North Sulawesi Province Food Service (2 people)
2. Secretary of the North Sulawesi Provincial Food Service (1 person)
3. Head of the North Sulawesi Province Food Service (3 people)
4. State Civil Apparatus at the Food Service of Sulawesi Province (5 people)

The data collection techniques in this study were carried by observation, interviews and documentation. The analysis technique used in this study uses theory from Creswell (2014) which is focused on conducting research on phenomena or phenomenological research. To test the validity of data in qualitative research, it can be done in several stages including extending observations, increasing persistence, triangulation, discussing negative case analysis with friends and member checking (Sugiyono, 2017).

3. Results and Discussion

3.1. Results

Work culture can be said to be a guide for employees and leaders in behaving and behaving in the work environment, this is closely related so that the work atmosphere, mission, leadership style, values, ethics, expectations, and goals of the organization (Bellot, 2011). In addition, work culture can also be considered as a philosophy based on a view of life as a value that becomes a trait, habit and also a driving force that is cultured in one work group and is reflected in attitudes that become behaviors, ideals, opinions, views and actions that are manifested as work activities.

Work culture has long been recognized, although it has not been realized that the success rate of work is based on the values possessed and behaviors that become a habit where these values stem from customs, religious norms and rules that become beliefs in the work actors or in an organizational scope in this case the North Sulawesi Provincial Food Service.

Consequently, every work function or process must have differences in work so that it can result in varied patterns of values that are appropriate to be taken within the framework of an organization; the values that must be owned pertain to how everyone's behavior can impact their job (Purwanto et al., 2020). In addition, the adopted work culture philosophy can be utilized as an everlasting or continuous process.

The results of an interview conducted with the head of the North Sulawesi Provincial Food Service, who was interviewed on 03 October 2022 at 10.00 said that:

“Talking about work culture means talking about guidelines that contain rules related to work that are then implemented in real life in daily work that produce products that are relevant to the demands of the job, where the work culture is mechanically and organically contained in each human being or individual so that it is expressed in his life. As a guide in attitude and behavior, work culture can certainly be used as a knowledge device that aims to build in the human individual as a worker with whom as a human being he acts or behaves in the world of work. The work culture is such a part of a person's life that even without supervision, someone will definitely do it as a guideline. This is also my hope as the head of the service so that it can be implemented by the state civil apparatus in our work environment in this food service to have a sense of responsibility and knowledge as a form of work culture in executing the jobs that are the responsibility of.”

The results of interviews conducted by researchers with the Head of the North Sulawesi Provincial Food Service who were only interviewed on December 1, 2022, said that:

“Talking about the work culture of ASN related to habits, we know together, I just took office, but overall, the ASN work must be in accordance and indeed in accordance with the available regulations, especially according to Law number 5 on ASN management which is backed up by Government Regulation Number 34 of 2001 concerning the discipline of state civil apparatus and governor regulations. But overall, it provides support for employees to work optimally. For ASN in the food service, regarding work viewed from the work culture, overall good for my current assessment. The point is that the work of ASN anywhere is based on defined values and regulations. ASN must work with integrity and professionalism”.

The same thing was conveyed by the Secretary of the Food Service who was interviewed at the same time who said that:

“For me, the work culture reflects about a person who can give himself or love himself and is expressed into a well-executed form of work where the work is the main task and its function is especially overall a responsibility. We know that the work culture itself is a reference or standard so that we can compile plans and segments for the work we face and also become a form of determination about the clarity of the existing position as a task and responsibility in an organization where this work culture can be used as a communication tool or can also function as a delivery or coordination between superiors and subordinates or vice versa and between fellow employees.”

Work culture is formed in a work unit or organization that stands where the formation of work culture occurs when the work environment learns to deal with problems (Duryan et al., 2020), both concerning organizational problems (Stanley et al., 2019) and concerning the organization's relationship with other organizations (Abdul-Halim et al., 2019). The work culture process must have aspects where aspects of the work culture consist of leaders or groups of creators and developers in the work culture that exists within an organization where work culture needs to be created and developed by the leaders of an organization in this case North Sulawesi Provincial Food Office.

In addition, the Head of the North Sulawesi Province Food Service added about a work culture in carrying out tasks and work requires workers, especially the state civil apparatus who

have high professionalism in executing work and have good working relationships, both among fellow employees and employees and leaders.

“In executing work, professional personnel are needed. For the North Sulawesi Province food service agency itself, we certainly need personnel in the form of state civil apparatus who are expected to have professionals in working, namely being able and having certain competencies that are the basis of performance so that the programs that have been set can be achieved in accordance with the time and goals that have been determined. ASN must certainly have a good work culture where with the work culture it has can build the confidence of every state civil apparatus, especially for state civil apparatus to instill certain values that underlie or influence consistent attitudes and behaviors as well as a commitment to familiarize one good way in the work environment according to their respective goals.”

The current research carried out which is closely related to the work culture of the state civil apparatus, especially in the Food Service of North Sulawesi Province, aims to analyze the work culture of the state civil apparatus in terms of habits, attitudes or behaviors, regulations and values carried out by the state civil apparatus in carrying out work in accordance with its main duties and functions. This is closely related if the work culture that is carried out the better can certainly provide higher employee performance.

a. State Civil Apparatus Habits

Work culture is a habit that is carried out repeatedly by employees in an agency for violations of this habit (Fajrussalam et al., 2020), there are no strict sanctions, but morally agency actors have agreed that these habits are habits that must be obeyed in order to carry out work better. Developing a positive work culture requires, thus having an organizational vision and mission, which then needs to be communicated, produced, and developed in regard to standard attitudes that must be carried out by employees. In this situation, the state civil apparatus is supported by giving training, as well as rewards and punishments, and there is feedback connected to performance carried out by employees in this case.

The results of interviews conducted by researchers with the head of the North Sulawesi Provincial Food Service explained that:

“The custom carried out by the state civil apparatus who are in the food service of North Sulawesi Province is in principle humanely there are things that are done that are not in accordance with the regulated provisions. For example, in terms of discipline, there are state civil apparatus who arrive late, there are obstacles personally that cause the state civil apparatus to be unable to come to the office but the work that must be done is already waiting and mandatory to be carried out immediately which can affect the results of work both individually and the agency as a whole. Some state civil apparatus said they had any obstacles or were unable to come to the office but some did not provide any information at all. Indeed, if you provide information about the reason for not coming to the office, we can find a solution by finding someone else to carry out their work, especially for work that must be completed at the specified time but the ASN cannot attend or cannot be present at work. Therefore, I always say that I always say that do good things in the work that is the focus of each and is used as a habit in order to create a good work atmosphere and culture and can be transmitted to other state apparatuses.”

The state civil apparatus has a role as planner, executor, and overseer of the implementation of general governance and national development tasks through the implementation of

professional policies and public services free from political intervention, and clean from practices of corruption, collusion and nepotism. Interviews conducted by researchers with the secretary of the food service for North Sulawesi Province found that:

“The state civil apparatus in the North Sulawesi Food Service is related to the habits in the work culture in this service is actually well organized. The civil apparatus of the state already knows which are the duties and responsibilities that must be carried out every day because they in addition to being a responsibility they also have the right to be paid, therefore they must also be responsible for what they have to do. In carrying out work that has become the main task, indeed, it has become a habit Where they work is based on direction. There are certain habits that are carried out or carried out by the state civil apparatus which certainly do not have a good impact and even affect the work carried out. Among them, the state civil apparatus often arrives late for work so that the work that must be completed in a timely manner, but because it arrives late, it requires more time in carrying out work. In addition, here there is an apparatus of the state civil apparatus that already has high flying hours or has been in the food service for a long time so that for them the work they do is already considered small or light to do so that it comes too late to do the work and moreover there are also some of the ship and state apparatuses that have been in the food service for a long time and suddenly there are new employees who come they do not provide training or not providing information about the work to be carried out on the newly arrived civil apparatus of the state. For example, recently we received the state civil apparatus from IPDN, now they have graduated already working, but the work they run certainly requires assistance from friends in the state civil apparatus, especially who are seniors, but unfortunately there are some who do not want to provide information about the type of work to be done.”

The statement submitted by the service secretary was supported by informant F. T as the Head of Division who said that:

“There is another problem that is a habit that for me is ugly to run or implement by the state civil apparatus. The seniority system in the food service of North Sulawesi Province is very strong where there is a state civil apparatus that is old or old, in other words, it is close to retirement that more come to the workplace with hours that are past or late so that it affects the work that is responsible. In addition there is a system of seniority built by the person of the state civil apparatus who is old or old working in their field and when there are new people of the state civil apparatus who come to work they do not want to provide information or show for this field the work is like this but unfortunately it is hidden It means that they do not want to provide information about this work it is worth doing what it looks like. Well, this will be able to have an effect that causes the work to be done late both individually and clearly it can also affect the overall work of the agency because there is no connectivity between fellow employees and also between employees and superiors. In terms of employees and superiors, it can be seen that the head or the highest leader who is in the service but the position is only placed while there are people who have been here for a long time do not want to give or help specifically about how the job duties are because they feel that they are seniors.”

The same is true of the results of interviews conducted with the head of Division (DP) who said that:

“Yes, for our work culture on the concept of defending the country in the food service, judging from the actual habit of not wanting to convey. However, for a better cause I am willing to provide information. The custom carried out by the gossip apparatus that the state here in working is that there is not the whole ASN doing this but there is a state civil apparatus that feels more senior so does not want to help complete the work quickly meaning that it comes to work too late Then to ask for information about closed work especially there is a state civil apparatus that takes it for granted in carrying out work even though it is conveyed by the leadership because he thinks he is more close to the leadership of both the leadership in the service and the higher leadership of the service so that it seems to carry out the work carried out based on the wishes of when it will be done and how much it will be done.”

The results of interviews conducted by researchers with OS and CS informants stated that:

“For state civil apparatus who are in the food service of North Sulawesi Province, regarding customs, indeed, many State Apparatus who come to the office late for various reasons. Some are because they take care of the husband's household first and the child who goes to school, causing them to arrive late. There are also those who say that arriving late to the office because yesterday there was a field assignment so that it was already night and caused late to get up so that also came to the office late. But there are also those who do arrive late maybe because of the age factor so that they are slower in preparing to come to the office. So, there are some who think that maybe because it's seniors it's okay to arrive late, especially when it's near retirement, now this habit has an effect on the results of the work, especially since we in the food service do more of the work by going directly to the field which is certainly draining. Well, if the ones who go are not appropriate or the number is only small while we go home, we have to still do a report, thus it can affect the work we are going to do.”

The informants LS, JP and MN conveyed the same thing when they were interviewed, namely:

“Since most of those employees have arrived late, there is the same reason that has been conveyed by our friend that there is an urgent need to also take care of the household again Then there are also those whose distance is too far away then some are due to age factors So in preparing themselves it is already a bit slower so that it causes coming to the office also late. For overall work habits, some are frank because they feel that they are far away from other ASNs, sometimes they don't want to provide information about the work or teach us recently so that the work we do is find out by itself which it takes time which causes the work to be longer. There are also habits that if the lunch break, for example, has been determined for 1 hour but some overestimate the time and some have even gone home directly and do not come back, so this is very influential in the work we run, thereby the work culture is also affected.”

Based on the results of the interviews obtained, it can be concluded that the work habits of the state civil apparatus who are in the food service of North Sulawesi Province are influenced by several things, namely the discipline of the state civil apparatus related to office hours and hours to go home, as well as seniority and closeness to leaders affecting work that is carried out automatically can affect the existing work culture.

The capacity of the state civil apparatus to fulfill obligations and avoid restrictions established by statute is taken into account when assessing the state civil apparatus's discipline (Romadhon, 2022). The employee may be demoted to a lesser level, released from his job to an executive post, and finally discharged honorably but not at his own request as a public servant of the state, all as disciplinary measures. While rewards may take a more indirect form.

It has an effect not only on the discipline of seniority but also on the job that is done inside the North Sulawesi Provincial Food Service. For Juniors, seniority might even cause him to leave the company immediately, and in reality, seniority is not a trivial topic in a worker organization. Seniority can have repercussions for numerous things, such as an unharmonious work environment, low performance, and so on. On the other hand, seniority can have a bad impact; indeed, it can also have a favorable impact; nevertheless, it all comes back to the personality of the state civil apparatus that is in a position of seniority. This practice of seniority can unquestionably have a bad impact, which can lead to abuse of seniority, which is defined as excessive use of senior rank, and give birth to behavior that is unnatural and arbitrary on the part of seniors, who may violate human rights.

b. State Civil Apparatus Attitude

The attitude of the learner's apparatus is closely related to the morals or ethics of the state civil apparatus. As elements of the state civil apparatus and public servants, the state civil apparatus has impeccable morals and character who are capable of carrying out their duties professionally and responsibly in carrying out government and development tasks and are free from corruption, collusion and nepotism. The state civil apparatus must have a corps spirit which aims to foster character and character as well as maintain a sense of unity and unity as a family in order to realize cooperation and a spirit of community service as well as to increase the capability and exemplary role of the state civil apparatus.

The results of an interview with informant F. T. as a head of the division section, regarding the attitude of the state civil apparatus inside the food service of the North Sulawesi Provincial government revealed that:

“There are several state civil apparatus who in carrying out their duties are always related or linking themselves that have a familial relationship with the leadership both in the service itself and the leadership who are at a higher level than the food service. As such, clearly creating bad things in a working atmosphere where the pattern of work done is based on pleasure alone in the sense that if it is to be carried out it will be done if it does not want to be carried out then it will not be done and is also closely related to the habit that likes to arrive late then automatically the attitude shown also seems unwilling to be responsible for the work done or the work done but not wholeheartedly evidenced by the vagueness or non-completion of the work given.”

This is the same or in accordance with the results of interviews conducted by researchers with the head of the legal and personnel sub-section, namely the OS as an informant who said that:

“In terms of the attitude of the state civil apparatus in the food service of North Sulawesi Province, there are indeed several employees or state civil apparatus who in carrying out their duties as state civil apparatus seem reluctant in carrying out their duties. It is related to the behavior or attitude that is carried out which does not reflect as an employee who is responsible for the work given well this attitude is closely related to the habit that is often carried out where the habit that often arrives late at work automatically the attitude

also that is done is arbitrary towards the work done which clearly the work of each field will be related and provide an overview of the work in entirety of the existing agencies. Until if the work is not handled properly, it can automatically have a bad impact on performance both individually and institutionally.”

Based on the findings of the interviews, it is possible to conclude that the attitude of the state civil apparatus in the regional food service of North Sulawesi province has a state system apparatus that in the pattern of work feels or positions itself as the closest person to the leadership, both direct leadership and higher leadership who are higher than the service, so that it affects individual performance and can automatically provide impact on the periphery.

c. Basic Regulations for carrying out the Work of State civil apparatus

State civil apparatus in carrying out their work must comply with the characteristics contained in law number 5 of 2014 concerning ship and state apparatus contained in article 3 which contains that it has basic values, maintains a code of ethics, commitment, has competent academic qualifications and does not violate the law and professionalism. Hence, the state civil apparatus in carrying out its duties and work is based on established regulations. These regulations relate to laws and ministerial regulations as well as governor regulations in their respective regions.

The results of interviews with the head of the North Sulawesi Provincial Food Service said that:

“The country's civil apparatus must work according to the rules that have been set. Both through the regulation of the minister of home affairs and through the governor's regulation. As well as there are also directives as part of the small regulations that are in agencies, especially in the food service, which must be carried out by the state civil apparatus. So that with the regulations that have been stipulated, if there is action by the state civil apparatus, they will be given a reward or punishment in accordance with what is being carried out. For example, arriving late, hence there is a punishment that must be given. Meanwhile, for employees who are always on time and able to carry out their work, undoubtedly, he is also given an award or reward, it can be by raising his position or giving rewards in other forms. As such, this can be a lesson for other state civil apparatus. Therefore, I, as the head of the service, always explain and give directions to ASN so that they can always carry out the tasks and work assigned responsibly.”

The results of interviews conducted by researchers with the Head of the North Sulawesi Provincial Service, which were seen from the basis of regulations in carrying out the work of the state civil apparatus in the food service of the North Sulawesi Province, were supported by a statement submitted by the FT informant as the Head of the Division who said that:

“I think that to carry out the duties of the state civil apparatus not only in the food service of North Sulawesi Province but the entire civil apparatus of the country must work based on the regulations that have been given or the regulations that have been set. For the province of North Sulawesi itself, we rely on ministerial regulations and Governor's Regulations on the implementation of work that are the duties and responsibilities of the state civil apparatus specifically for our Ministerial Regulation that as a state civil apparatus has predetermined characteristics that must carry out the responsibilities that have been given. This is because ASN is an electorate who occupies important and strategic positions

so that their role is very important in the development and progress of a nation and even becomes a policy determinant in regional and national development.”

Based on the results of interviews conducted by researchers, it can be concluded that in carrying out the work of the state civil apparatus as part of the work culture, carrying out their main duties and functions is based on regulations that have been established both from the Ministry and from regulations issued by the governor of North Sulawesi province regarding the implementation of work which must be carried out by the state civil apparatus within the North Sulawesi provincial government.

d. Values in the execution of state civil apparatus work

The state civil apparatus is not only a party obliged to implement laws and regulations and government policies with all its derivatives, but the state civil apparatus is also a figure who is expected to be able to set an example to rise with guidance on the direction of policies carried out by the government, especially in terms of public services. In this implementation, it must have basic values of implementation as the basic values of the original identity of the state civil apparatus. In accordance with the oath and code of ethics of the state civil apparatus, every state civil apparatus must have integrity as a value so that they are instilled with determination and consistency in upholding the value of belief.

The results of interviews conducted by researchers with the head of the legal and civil service subdivision regarding the values of implementing the work of state civil apparatus, especially in the food service of North Sulawesi Province, explained that in:

“The state civil apparatus, whether in the regional food service of North Sulawesi province or in other services within the Indonesian government in carrying out its duties and functions must be based on basic values as a profession, namely the profession of the state civil apparatus by prioritizing work in accordance with the work culture rather than the state civil apparatus regulated in the laws and regulations concerning the state civil apparatus in law number 5 of 2014 which of course, it must be accompanied by upholding the ideology of Pancasila and being loyal and defending the 1945 Constitution of the Republic of Indonesia, where the state civil apparatus is required to serve the state and the people of Indonesia by carrying out their duties professionally and not giving partiality to one individual or group and providing decisions in accordance with expertise and competence, especially can also create non-discriminatory work and maintain and provide noble ethical standards that are able to account for the work they have honestly, responsive, fast and accurate and has use and has a polite attitude.”

Similar to the head of the legal and personnel subdivision, the basic values of implementing the work of the state civil apparatus according to the secretary of the regional food service for North Sulawesi province say that:

“Our agency, namely the regional Food Service agency of North Sulawesi province, is closely related to public services so that public services must be based on public ethics which aims to provide a commitment to the work carried out must be carried out effectively so that it can provide benefits in accordance with the achievements that have been determined, thus the work carried out can provide effective value with the achievement of targets and is closely related to the quality of the results of the work carried out.”

Based on the results of research with interviews that have been conducted, it can be concluded that the values used in carrying out work as a state civil apparatus in the regional food service of North Sulawesi province as a whole that the values adopted are related to regulations on the state civil apparatus which are based on law number 5 of 2014. With the existence of basic values in carrying out work, the state civil apparatus can show that the state civil apparatus continues to carry out its main duties and functions in accordance with the work given even though there are challenges that trigger job inhibition and also interfere with work culture, but this can be used as a reference in order to improve in accordance with the habits, attitudes, basic values carried out by the state civil apparatus which of course, it must get better day by day.

3.2. Discussion

State Civil Apparatus Work Culture in the North Sulawesi Province Food Service

In order to create a work culture for state civil apparatus, a change in work culture is needed from all aspects (Stanley et al., 2019). This needs to be done starting from the behavior session of pump employees and even officials, especially when serving the community. The basis for implementation refers to the Indonesian service movement which is one part of Indonesian President Joko Widodo's current priority programs. The first of the 5 programs of the national mental revolution movement, namely the Indonesian Service Movement, is a tool as well as a spirit for government officials to focus on creating culture within the state civil apparatus.

The habits carried out by the organizing principle apparatus in working must certainly continue to be developed, for example, the state civil apparatus that often arrives to work late is influenced by affecting work discipline, so it must be improved immediately, then there is also a seniority system where the state system apparatus that has seniority in carrying out work, especially those that are close at retirement, most cannot provide information or share information about the work to be done and hindering especially for juniors who are in executing the work becomes slower because it takes time to learn first before it can become aware and execution of the work while the work done is required to be carried out immediately and properly.

This is also related to the attitude in which the state civil apparatus in the public service process must carry out their duties from the heart and also have a job or agency that is the location of the assigned tasks and responsibilities. The attitude of the state civil apparatus is also influenced by the relationship between the state civil apparatus and the holders of top positions in agencies and within the government. Countries that have a close or close relationship with officials feel that the responsibility for the work they are doing is not a burden but only an image that they can carry out the work but in essence the work being carried out is not in accordance with the established provisions. Therefore, the attitude of feeling a relationship with a leader or higher official must be eliminated with the aim that individual performance and the performance of the agency where they are housed become better and the results are higher so that the public service process can be achieved properly.

The state civil apparatus of the state in carrying out their duties and functions in accordance with the work assigned based on the regulations made by the government. State civil apparatus with available characteristics are regulated by a Minister of Home Affairs Regulation and the duties and responsibilities in the regions are based on a Governor's Regulation.

Prior to the enactment of the State Civil Apparatus Law, the laws and regulations in the field of staffing, namely Law Number 8 of 1974 concerning Principles of Employment, as amended by Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning

Principles Main Staffing, do not know and explain the term ASN. The terms and understandings regarding ASN are normatively known and formulated in the provisions of Article 1 point 1 of the ASN Law, which states as follows: “State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for State civil apparatus and Government Employees with Employment Agreements who work in government agencies.” As servants of the state and servants of the community, every ASN employee must be able to carry out their functions, duties, and roles in the interests of the state and the interests of society above personal and group interests. This requires every ASN to be able to focus all their attention and thoughts and surrender their power and energy to carry out government and development tasks and be efficient and effective. In other words, ASN employees are entrusted with the task of carrying out certain public service tasks, government tasks, and development tasks. The tasks of government are carried out in the context of implementing general government functions which include institutional utilization, staffing, and management. Meanwhile, in the context of carrying out certain development tasks, it is carried out through national development (cultural and political development) and through economic and social development which is directed at improving the welfare and prosperity of the entire community.

State civil apparatus have the basic values of ASN, namely having good morals which must be service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative (Suryana & Briando, 2022). Apart from the basic values that must be upheld by the state civil apparatus, namely piety to God Almighty, loyalty and obedience to Pancasila and the 1945 Constitution and having a spirit of nationalism and prioritizing the interests of the state over personal interests or groups of state civil apparatus is expected to have a strong foundation for the realization of a common perception that is more easily understood and applied by all state civil apparatus. The state must also have competence as a state civil apparatus which must be met, which includes technical competence, managerial competence and socio-cultural competence.

In addition, the state civil apparatus must also have accountability values with the main objective of improving the performance of the state civil apparatus in providing services to the public that reflect values to the public where these values for the public include being able to make the right and right choices when there is a conflict of interest both between public interests and sectoral interests as well as interests with groups and individuals and has an understanding of awareness to avoid preventing the state civil apparatus from entering into practical politics.

The work culture certainly has values that must be developed where the work culture is closely related to integrity, which is about harmony between the heart, thoughts, words and deeds that are good and right which gives positive indications, namely having determination and having the will to do good and correctly in executing work as well as having positive thoughts wise and prudent in carrying out duties and functions accompanied by compliance in complying with applicable laws and regulations and in protecting the environment the state civil apparatus has strong capabilities in resisting corruption, bribery and gratuities .However, it cannot be separated from this that there are also many negative indications where state civil apparatus can violate the oaths and promises of employees or positions held and also commit acts of engineering or manipulation of the administration and as a whole regarding duties and responsibilities and receive gifts in any form from outside to help speed up the desire which can sell the self-esteem of the state civil apparatus itself.

The state civil apparatus must also have a level of professionalism in working where the state civil apparatus works in a disciplined, competent and timely manner with the best results. In

carrying out work as part of the work culture, the professionalism in question is being able to carry out work in accordance with the competence of the position in a disciplined and serious manner and carry out work in a measurable manner. In addition, the state civil apparatus is expected to be able to carry out and complete tasks in a timely manner, so it is also necessary to provide rewards and punishments in accordance with the established provisions. In terms of professionalism, the state civil apparatus can carry out actions that indicate negative actions, namely by doing work without careful planning doing work that is not in accordance with duties and functions and discipline in working is very lacking or lazy at work and moreover doing work with results that are not in accordance with the standards that have been given.

As a state civil apparatus serving in the government environment, it is hoped that the state civil apparatus with the existing work culture is closely related to the process of refining existing and creating new things for the better. The innovations needed from the state civil apparatus are Always able to make improvements and improvements periodically and continuously, be open in accepting new ideas and constructive so that the state civil apparatus is challenged to improve personal competence and capacity which in the end can dare to take breakthroughs and solutions in solving problems. In addition, the state civil apparatus in the work culture in the field of innovation must certainly be able to utilize information and communication technology in working effectively and efficiently. However, in reality there are also indicative indications carried out by the state civil apparatus, especially in innovating where most state civil apparatuses are quickly satisfied with the results that have been obtained and have an apathetic attitude in responding to the needs of stakeholders and users. The state civil apparatus from the positive side is also lazy to study, ask and discuss which is caused by several indications including the non-openness of seniors to Junior about the information of the work done so that it seems in the attitude to provide innovation in the tasks and work of the state civil apparatus is closed to development ideas.

In terms of responsibility in the work culture of the state civil apparatus, it is hoped that employees will be able to work completely, which entails completing their work well and on time, being willing to accept the consequences of their actions, taking corrective measures aimed at resolving problems immediately, and having a commitment to the assigned tasks. In the work culture, the responsibility of the state civil apparatus cannot be separated from negative traits, such as negligence in carrying out responsibilities, procrastinating or avoiding the work given, always feeling right and more frequently turning on others and rejecting the risks or results of work that has been assigned. Moreover, many state civil apparatus employees choose work based on their personal preferences and abuse the authority and responsibility they have been granted. The state's civil apparatus is supposed to be an example for others.

The example set by the state civil apparatus is by having commendable morals, being able to provide services in a good manner full of friendliness and fairness as well as providing guidance and giving directions to other staff in carrying out work. They must carry out good work starting from themselves. The exemplary state civil apparatus in the work culture is inseparable from outside disturbances which can negatively indicate ASN can behave and have disgraceful morals where in the service process it is carried out soberly or half-heartedly and moreover treats people differently subjectively. State civil apparatus who do not provide exemplary elections also often violate laws and regulations and commit violations of the forms of violations they encounter or state civil apparatuses that provide or create violations for themselves that can affect the work of both individuals and groups in this case in a government agency.

Work culture in a workplace environment, in this case the agency, namely the North Sulawesi Province Food Service, must always involve the workforce. The size depends on the type of work services carried out where it can be in the form of services, production of goods or a buying and selling service so as to create a work culture in the work environment with the aim of being able to provide a clear distinction between one work environment and another work environment that aims to bring out the characteristics or characteristics of a work environment. Through this environmental work culture, it can get support in order to unite a commitment, to be in accordance with the vision and mission that has been determined in this case by the North Sulawesi Provincial food service not based on personal or individual interests, it is also so as to create harmony in carrying out duties and authorities so that it can glue professional relationships between human resources one with another.

ASN Challenges and Obstacles in Implementing Work Culture

In carrying out a work culture, it does not necessarily mean that it can be carried out properly or carried out according to the wishes of both individually and in groups. Working comfortably and effectively in an agency is indeed the dream of every individual who works in it. When we first enter, we are able to read the working atmosphere carefully so it doesn't take long to make adjustments. However, the implementation of work related to work culture cannot be separated from forms of rejection, lack of desire, and lack of a sense of belonging (McCluney & Rabelo, 2019; Morrison-Smith & Ruiz, 2020).

The challenges faced by the state civil apparatus in carrying out work culture, especially in the Food Service of North Sulawesi Province, cannot be separated from the challenges that are expected to trigger or evoke a work culture both individuals and agencies which are considered as an internal and external challenge so as to create quality good performance. Existing challenges need to be addressed with careful calculations and being able to read good conditions. The challenges that occur based on the results of research conducted in carrying out work in accordance with the proper work culture consist of:

a. **Rejection**

Since every job will certainly face obstacles individually without being separated from the name of rejection. Rejection that occurs in the work environment is not only based on unwanted being in an existing work institution but the refusal that occurs is not obtaining information from fellow co-workers who have previously been in the work environment so that individual workers, in this case the state civil apparatus, assume that he was refused to cooperate in achieving the goals that had been determined in this case the vision and mission in the food service.

Solutions made by individuals or workers to improve work culture and the occurrence of rejection, namely by making communication more frequent and providing an explanation of the importance of cooperation in an agency or work organization as part of the work culture by creating habits and behaviors that want to communicate more so that any changes that wish to be made are communicated properly between leaders and subordinates as well as among fellow subordinates in order to understand the urgency of the required work culture so that they can adapt to the changes that occur, especially in terms of increasingly developing work developments, especially in terms of the process of digitizing work.

b. **Lack of desire to work**

Most of the state civil apparatus in carrying out their main tasks and functions seem to work according to their individual wishes or desires. If they want to do the job, the ASN will do

the job. But if they don't want to do the job, then the job is left alone. Apart from that there is also state civil apparatus who feel they are in a comfort zone in carrying out their work so that if given more work, the job given is still in the choice of whether to do it or not to do it. The comfort zone that is created and the lack of desire to make changes in work as part of the work culture are the main problems. This is indeed very common among employees who are quite senior in age and with thoughts that are still conservative. People who lack the desire to work also appear with work discipline and punctuality to attend work and punctuality in completing the work that has been determined. Therefore, a solution is needed, namely by taking an intense personal and professional approach where senior staff will usually rely more on the experience they have at work.

c. No sense of belonging

Another challenge faced in an agency in carrying out work as part of the work culture is the lack of a sense of belonging from the state civil apparatus in carrying out work. Often this lack of a sense of belonging has obstacles when employees or staff within the agency lack a sense of ownership. Where staff do not feel that they belong and are part of the organization as well as state civil apparatus who are in the food service, if they do not have a sense of belonging or being part of this service agency, the pattern of work or work culture will be carried out with a sense of irresponsibility. This certainly needs to be addressed by giving a clear understanding of the duties and responsibilities and the situation that occurs where the participation of each state civil apparatus in carrying out work is very necessary to be applied.

4. Conclusion

Based on the research results obtained from interviews and the discussion that has been described, it can be concluded that:

1. The state civil apparatus at the North Sulawesi province Food Service still frequently arrives late to work, and the seniority system administered by senior ASNs is restricted to providing information about jobs provided to their juniors, both of which delay the work being completed.
2. The attitude shown by some of the state civil apparatus at the Food Service for the North Sulawesi province still has ASN which shows that they have close relationships with officials so that they carry out work according to their own wishes without following the directions that have been given.
3. The state civil apparatus in carrying out their duties and responsibilities is based on regulations that have been made both by the constitution as the main basis and by ministerial regulations and also Governor Regulations, especially in the North Sulawesi region.
4. The values of the state civil apparatus in the food service of North Sulawesi Province in carrying out work are always based on integrity and professionalism as well as innovation to improve what already exists and are responsible and exemplary in executing work as part of the work culture.

Based on the research conclusions that have been described, the researchers provide suggestions in order to improve the work culture of the state civil apparatus, especially in the Regional Food Service of North Sulawesi province, namely:

1. State civil apparatus need to determine priorities in work so that it is necessary to manage time to be more efficient and avoid the habit of being late to the office and need

- improvement in terms of delaying the work given and having a firm and perfectionist attitude and always planning work so that it can be executed properly.
2. It is necessary to instill a responsible attitude towards work that is developed in employees as loyal employees who will not only insist on working hard to get a salary but are committed to success in their place of work.
 3. The reward and punishment system needs to be implemented properly so that the state civil apparatus in carrying out work as part of a work culture is motivated.
 4. State civil apparatus need to be provided with advanced stages of education and training so that they can have basic values as a driver or encouragement for state civil apparatus to continue to have high enthusiasm and ability and provide the best and quality service as servants of the state and servants of the government and servants of the community.

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