

Morning Assembly in Forming State Civil Apparatus' Character to Realize Bureaucratic Reform

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The essence of bureaucratic reform is to create good governance, which prioritizes the quality of public services, transparency, accountability, and it is driven by the government apparatus who have dedication, discipline, and character. The formation of superior and reliable apparatus character cannot be obtained instantly. It takes a coaching process that requires a long time. The coaching must be consistent, gradual, and continuous that is measured both in time and quality of each coaching material. Morning assembly is the beginning of a character development for the apparatus. It is a simple routine that actually has meaning. Morning assembly is the initial step of the devotion of a State Civil Apparatus to begin their work on that day. There is a commitment of each individual to be present on time, discipline themselves to stand in line according to the rules. There is also direct contact between subordinates and superiors who provide psychological content and inner attachment. There is a greeting between co-workers, delivering important information, checking attendance, and spiritually, there is also a procession of praying together to close the morning assembly event. So far, most people often prioritize bureaucratic reform in efforts to improve an organization, business process, and/or apparatus resources. The real emphasis of the improvement is on the operators (the man behind the gun). No matter how good the organizational format and the management of a system, if they are staffed by apparatus who lack dedication and discipline, the bureaucratic reform is only a dream.

Key words: *Development, Discipline, Character, Bureaucracy Reform, State Civil Apparatus.*

Introduction

Morning assembly for the State Civil Apparatus (ASN, *Aparatur Sipil Negara*) within the Ministry, Institution, Agency, or Regional Government is a mandatory ritual. It is a routine that is sometimes underestimated, and even considered unimportant. Some people even consider morning assembly as a dull routine and a waste of time. Morning assembly carried out routinely by the leaders every day with a strict attendance check is a policy that is often considered unpopular and takes away the ASN's freedom. In actuality, the morning assembly has many benefits, such as sharing important information and direction from the leader, creating togetherness and kinship, and fostering loyalty and discipline. Based on Government Regulation No. 53 of 2010 on civil servant discipline as a guideline to improve discipline for civil servants within ministries and institutions, the implementation of assemblies is a basic part of discipline enforcement. Furthermore, according to Indonesian Law No. 5 of 2014 concerning the State Civil Apparatus (ASN), morning assembly must be performed in an effort to improve the discipline of civil servants, so that they are punctual when coming to work.

Davis in Prabu (2011) argued that “discipline is management action to enforce organization standards.” Davis considered that work discipline is an act of management in grounding the organization's guidelines to be accepted by its employees. In line with this opinion, the implementation of morning assembly held by government agencies is intended to enforce discipline and timely attendance, so that the vision and mission of the government can be accepted by every employee. Prabu (2011) argued that work discipline is divided into two forms. **The first** is the preventive discipline, in an effort to direct employees to follow and comply with work guidelines and rules outlined by the company/organization. The basic aim is to direct employees to self-discipline. In a preventive way, employees can maintain themselves from violating organizational regulations. In the implementation of preventive discipline, the role of a leader is very prominent, especially in maintaining the organizational climate. **The second** is the corrective discipline, which is an effort to move employees in uniting a rule, and direct it to keep abiding by the rules in accordance with the guidelines of the company/organization. In the corrective discipline, employees who commit violations need to be sanctioned in accordance with applicable regulations. The purpose of sanctions is to fix violating employees, maintain applicable regulations, and provide lessons to violators. Sedarmayanti (2019) argued that basically, the problem of discipline is inseparable from the three cultural elements (creation, intention, and sense) existing in every human being that can affect a person's attitudes and behaviour in carrying out their duties.

A strict morning assembly check accompanied by punishment for employees who are late is a form of coaching that will gradually form the employees' characters who were disciplined and dedicated to the work duties and responsibilities. The apparatus' performance

measurement starts from the presence and timeliness of starting public service activities. After that, it goes to the quality and product of the work. According to Sedarmayanti (2019), the strategic objective of fostering Civil Servants is to create state apparatus that are professional, neutral from political activities and influences, global-minded, supportive of the national unity and integrity, and have high morality and high level of material and spiritual well-being. The development system of Civil Servants is started from when they are accepted as civil servants to retirement and implemented based on a combination of work performance systems and career systems with an emphasis on work performance systems.

Discussion

Morning Assembly in Forming Character and Organizational Culture

The term **assembly** is defined as a mandatory official ceremony (military); or it is a form of activity to ensure attendance. In fact, morning assembly is not just a simple concept as it has been understood, and it is not just in an employee's routine to do, and by doing it the employee could later be considered as a diligent and well-performing employee and then rewarded without further questioning their real contribution to the progress of the organization. Ideally, the morning assembly concept should be carried out in three perspectives at once, namely as a responsibility for public services, causes, drivers, and responsibilities for obligations. Those three dimensions are complementary so that the morning assembly practice deserves to be a policy that continues to be encouraged by all government institutions and becomes a need that is yearned by every employee (<http://www.tribunnews.com>, 2016). Building a good organizational culture is certainly not easy, it must go through a long and continuous process. It is continuous because the values and norms contained in the culture are constantly changing and developing in accordance with the era (Matondang, 2008). Brawn, citing Tumstall (1983) in Matondang (2008), defined organizational culture as a constellation of beliefs, habits, value systems, norms, and behavior, and it is unique in every organization. The culture of the organization then becomes a pattern in carrying out activities and actions within the organization. Furthermore, Brawn, citing Scholz (1987) in Matondang (2008) stated that organizational culture is considered to be a visible, invisible, informal and organizational awareness that is used to guide individual behavior.

For example, in the morning assembly of the military, especially the Ministry of Defense, the ASNs in the Pusdikpassus (*Pusat Pendidikan Pasukan Khusus*, Special Forces Education Center)—now its name has changed into Pusdiklatpassus (*Pusat Pendidikan dan Pelatihan Pasukan Khusus*/Special Forces Education and Training Center) in Batujajar—of Kopassus (*Komando Pasukan Khusus*/Special Forces Command) of the Indonesian National Army adjusts to military rules and procedures. In the Kopassus of the Army, in addition to attending morning assembly, they also attend afternoon assembly, special assembly, and evening

assembly when they are attending education and training or carrying out internal service. One message always echoed by the morning assembly commander is that “If you are incompetent to work, we can understand it, but when you are absent from a morning assembly three times in a row for no apparent reason, then we can ask you to be dismissed.” The message influences the attitude and mentality of its personnel. The strict and disciplined work format makes the ASNs in the Pusdiklatpassus get used to living under pressure and trying to survive and to be wise in dealing with the situation. Gradually, this kind of forging forms the character of the ASNs; they never give up, are willing to sacrifice and are loyal to the leaders.

This kind of organizational culture and work culture supports the achievement of organizational goals. Character is the quality, nature, behavior, or personality that distinguishes an individual from other individuals. It can also be defined as the actual state of being in an individual, which distinguishes himself from other individuals (<http://www.pengertianku.net>). Character comes from the word *character* in Latin and *khuluq* in Arabic meaning behavior, mentality and moral characteristics. In terminology, character is the value of human behavior related to God Almighty, the person himself, fellow human beings, the environment, and the country, which is manifested in thoughts, attitudes, feelings, words, and actions based on norms of religion, law, etiquette, culture, and customs (<http://sekolah.jardiknas.kemdikbud.go.id>).

As another example, the morning assembly in the Local Government environment has less strict working dynamics as perceived by people. However, several Local Government offices remain consistent with the timeliness, and almost always hold the morning assembly. This work culture has received various responses from several employees, both positive and negative responses. Apart from the opinions of the employees, the culture of being timely and attending the morning assembly becomes a plus point and is appreciated by the leaders. According to Gering, Supriyadi and Triguno (2001: 7), work culture is interpreted as a philosophy based on a view of life as values that become the nature, habits and also the driving force cultivated in a group and reflected in attitudes in behavior, ideals, opinions, views and actions that manifest as work or performance. Practically, the State Ministry of State Apparatus Empowerment in the Guidelines for the Development of Work Culture of the State Apparatus (2002) defined work culture as follows.

1. Patterns of values, attitudes, behavior, results of initiative and work including all instruments, work systems, technology and language used.
2. Culture in relation to perceptions of values and the environment that leads to meaning and outlook on life, which will affect attitudes and behavior in work.
3. Culture that is the result of life experiences, habits, and the process of selection (accepting or rejecting) the norms that exist in how to interact socially or place themselves in the middle of certain work environments.

4. In the cultural process, there is mutual influence and interdependence, both social and in the social environment.

From the description above work culture is a behavior carried out repeatedly by every individual in an organization, and it has become a habit in the implementation of work. Implementation of apparatus development with the morning assembly method that is routine and continuous and carried out repeatedly will form a work culture and organizational culture with the character of the apparatus supported as expected.

Morning Assembly Coaching of ASN at the West Bandung Regional Government

The Government of West Bandung Regency is still classified as a new Regency in West Java. Based on Law No. 12 of 2007 concerning the Formation of West Bandung Regency, West Bandung Regency was formalized into a new Regency on 19 June 2007. As a new Regency resulting from the division of Bandung Regency, West Bandung Regency is trying to catch up with other regencies in West Java. West Bandung Regency develops various sector lines that are carried out in a directed and sustainable manner which are all integral parts of national development. In practice, development in West Bandung Regency is multi-dimensional including aspects of ideology, politics, economics, socio-culture, religion, and defense-security.

Highlighting on socio-cultural development which includes the development of human resources (HR) of the apparatus, the Regent of West Bandung, Aa Umbara Sutisna in the beginning of his leadership in 2019 launched the vision of West Bandung Regency, AKUR (*Aspiratif, Kreatif, Unggul, and Religius*/Aspirative, Creative, Excellent and Religious) and the jargon LUMPAT (*Lumawah mawa manfaat*/bringing benefits) with the aim of providing clear direction for the future development goals of West Bandung Regency. One of the efforts to form the superior character of the government apparatus in West Bandung Regency, the Regent required every ASN to carry out joint morning assembly with the combined regional work units every Monday, and morning assemblies in each unit every Tuesday to Thursday. In addition to the joint morning assembly, the Duha prayer is performed together after the Monday morning assembly and the Shubuh prayer in congregation every Friday. The morning assembly check system is electronic based using an e-precision application that connects to finger-print attendance check in every unit office. The e-precision application is a web-based attendance application that integrates all units within the Regional Government Office. The e-precision application is a quick count tool to count the number of employee attendances at the joint assembly. The finger-print check is a daily attendance check of employees in each unit managed by the West Bandung Regency Communication and Information Office to record employee attendance. The e-precision application is downloaded by the unit personnel officers on smartphones and is used to carry out quick counts in the

joint assembly. This effort has not been in vain, the presence and timeliness of the ASN in West Bandung Regency has shown significant changes and improvements. The number of attendees continued to increase, which was in the range of 2,000 people per assembly in Quarter I, to an average of 2,500 to 2,600 participants in Quarter II out of 3,043 ASNs who have to attend the assemblies (Data from the BKPSDM Quarter II, 2019).

Table 1: Monday Morning Joint Assembly Average Attendance in West Bandung Regency Government Office in Trimester II

NO.	MONTH	AVERAGE ATTENDANCE (Person)	PERCENTAGE (%)
1	May	2,518	84%
2	June	2,324	77%
3	July	2,682	71%

Source: Data from Personnel and Human Resources Development Agency West Bandung Regency, Monday Morning Assembly Attendance May-July 2019

The dynamics of activities in the Regional Government of West Bandung Regency means that not all employees and officials can always be present at morning assemblies. The number of absences is always recorded, and authentic evidence is provided in the form of a letter of assignment for the employees who have to carry out tasks out of the office and doctor's notes for those who are ill, or recommendation letters from the superiors for those who have a leave of absence. The record of the number of employees who are absent for clear reasons eases the leadership in monitoring every activity of its employees. The coaching carried out by the Regent of West Bandung with the concept of routinely implementing morning assembly is the initial capital to shape the character of the apparatus in facing the flow of bureaucratic reform.

Hidayat (1979) argued that coaching is an effort made consciously, planned, organized, and directed to improve the attitudes and skills of students with actions, direction, guidance, development, stimulation, and supervision to achieve a goal. Related to the definition, the Regent of West Bandung has implemented the concept of ASN coaching in a planned, regular, and directed manner so that the vision and mission of West Bandung Regency can be achieved immediately, if guided by ASN who has high discipline and dedication. This is proven by the various awards from various institutions and ministries as follows.

1. Award as a Good Public Service Administration Unit in 2018 to the Investment Office and the One Stop Integrated Service of West Bandung Regency from the Ministry of Administrative Reform and Bureaucracy Reform.
2. First winner of Special Design at the 2019 Autonomy Expo (Trade, Tourism and Investment) at the Jakarta Convention Center on 3-5 July 2019 to the Investment Office

- and the One Stop Integrated Service of West Bandung Regency from the Indonesian Association of Regency Governments.
3. Certificate of Appreciation from the Ministry of Tourism of the Republic of Indonesia to the West Bandung Regional Government as the Leading Halal Tourism Destination at the Indonesia Muslim Travel Index 2019 Award in Jakarta, 9 April 2019.
 4. Award from the Ministry of Industry to the West Bandung Regional Government as the best and fastest area in responding to the Memorandum of Understanding/Cooperation Agreement in the Skill Development Center program, received at the 12th anniversary of West Bandung Regency on 12 July 2019.
 5. Award from the Ministry of State Apparatus Empowerment and Bureaucratic Reform for performance achievements from the evaluation results of the Government Institution Performance Accountability System in which West Bandung Regency scored 65.72 or criteria B (Good); received at the 12th anniversary of West Bandung Regency on 12 July 2019.
 6. Award from the Ministry of Women's Empowerment and Child Protection as the Best Participant in the Waste Management Contest in the framework of the XXVI World Water Day 2018 from the Central Citarum River Basin, received at the 12th anniversary of West Bandung Regency on July 12, 2019.
 7. Award from the Ministry of Health in achieving a high health index of 79.92 or 106.22 percent from the target set at 75.24 in West Bandung Regency in 2018, received at the 12th anniversary of West Bandung Regency on 12 July 2019.
 8. Award from the Ministry of Education and Culture for making efforts to improve the quality of education, in 2018; West Bandung Regency achieved a performance achievement of 98.74 percent which showed good performance achievements. Additionally, the regency has improved facilities and infrastructure with the addition of classrooms, Provision of School Operational Assistance (BOS) and Organization of package B or the equivalent to Junior High School.

Source: Data from BKPSDM 2019 and <http://www.galamedianews.com>, 2019.

According to Pamudji (1985), *pembinaan* (coaching) comes from the word *bina* which has the same meaning as 'build'. Thus, coaching can be interpreted as usefulness, or changing something into a new form that has high value. Coaching also means a renewal that is making efforts to make something more appropriate or suitable to the needs and becoming better and more useful. When the leadership of the West Bandung Regency was handed over from the previous Regent official, several issues had to be addressed. On 19 September 2018 at Gedung Merdeka Bandung, the Regent of West Bandung Regency was officially inaugurated. This was a new milestone for West Bandung Regency. Apparatus development with renewal and making efforts to make something more appropriate and even better had begun. Renewal and improvement in various sectors are not only the Regent's duty but also the duty of all the stakeholders of the supporting echelons in each work unit, where all must contribute to the

success of the vision and mission of the newly appointed regional leaders. Poerwadarminta (<http://bukharistyle.blogspot.com>, 2012) stated that coaching is an effort, action, and activity carried out in an effective manner in order to obtain better results. The development of the apparatus with the implementation of regular and continuous morning assembly programs is also expected to produce ASNs who have profound skills and products in their fields and work professionally according to their main tasks and functions in each work unit.

ASN Management in Realizing Bureaucratic Reform

According to RI Law No. 43 of 1999 concerning Amendments to Law No. 8 of 1974 concerning Personnel Principles Article 1, Management of Civil Servants is an overall effort to improve the effectiveness, efficiency, and professionalism in carrying out duties, functions, and obligations which include planning, procurement, quality development, placement, promotion, payroll, welfare, and dismissal. The Republic of Indonesia Government Regulation No. 11 of 2017 concerning Management of Civil Servants, Article 1 Paragraph 1, Management of Civil Servants is defined as the management of civil servants to produce professional civil servants, having basic values, professional ethics, free from political interference, free from corrupt practices, collusion, and nepotism. Whereas according to Law No. 5 of 2014 concerning State Civil Apparatus Article 1, ASN Management is the management of ASN to produce ASN who are professional, have basic values, professional ethics, free from political intervention, free from corrupt practices, collusion, and nepotism.

In Article 51 of RI Law No. 5 of 2014, ASN Management is implemented based on the Merit System. The State Civil Apparatus Commission (2018) stated that the ASN Law mandates the application of a merit system in ASN policy and management. The merit system in this case is the ASN management fund policy which is based on qualifications, competencies, and performance, which is carried out fairly and naturally without differentiating political background, race, colour, religion and origin, gender, status marriage, age, or condition of disability. The aim is to realize ASNs that are professional and neutral, have integrity and high performance, and has the ability to maintain national integrity. By applying the merit system, it is expected that ASN will be more professional in providing services to the community and business world, as well as supporting the improvement of national competitiveness.

Efforts to implement the merit system in other government agencies are made through an open selection policy in filling the High Leadership Position and the development of ASN management based on the principles of merit in Government Agencies. The policy to fill High Leadership Position through open and competitive selection is currently required for all Central and Local Government Agencies. This policy is a quick win in implementing the merit system. However, if an agency has implemented a merit system in ASN management,

these obligations can be excluded, and the agency can fill High Leadership Position through limited selection of employees who enter the talent pool built by the agency and with the approval of the Civil State Apparatus Commission.

According to Article 52 of the Republic of Indonesia Law No. 5 of 2014, ASN management includes civil servant management and Government Employees with Work Agreement management. In accordance with Article 55 of RI Law No. 5 of 2014 Paragraph 1, the Management of Civil Servants includes:

- a. preparation and determining needs;
- b. procurement;
- c. rank and position;
- d. career development;
- e. career pattern;
- f. promotion;
- g. mutation;
- h. performance assessment;
- i. payroll and benefits;
- j. appreciation;
- k. discipline;
- l. dismissal;
- m. pension insurance and old age insurance; and
- n. protection.

While Article 93 of the Republic of Indonesia Law No. 5 of 2014, the management of Government Employees with a Work Agreement includes:

- a. determination of needs;
- b. procurement;
- c. performance assessment;
- d. payroll and benefits;
- e. competency development;
- f. awards;
- g. discipline;
- h. termination of employment agreement; and
- i. protection.

Referring to Law No. 5 of 2014 Article 69 Paragraph (1) The development of civil servant careers is carried out based on qualifications, competencies, performance appraisals, and the needs of Government Agencies. Article 69 Paragraph (2) The development of civil servant

careers as referred to in paragraph (1) shall be carried out by considering integrity and morality. Article 69 Paragraph (3) Competencies referred to in paragraph (1) include:

- a. technical competence as measured by the level and specialization of education, functional technical training, and technical work experience;
- b. managerial competence as measured by education level, structural or management training, and leadership experience; and
- c. socio-cultural competence as measured by work experience related to plural society in terms of religion, ethnicity, and culture so as to have a national outlook.

Article 69 Paragraph (4) Integrity as referred to in paragraph (2) is measured from honesty, compliance with statutory provisions, the ability to cooperate, and service to the community, nation, and state. Whereas Article 69 Paragraph (5) Morality as referred to in paragraph (2) is measured from the application and practice of religious, cultural and social community ethical values.

Katharina (2018) argued that the ASN Law is seen as the foundation for ongoing bureaucratic reform in Indonesia. The reform era at the national level was marked by the issuance of TAP MPR No. XI/1998 concerning State Organizers that are Clean and Free of Corruption, Collusion and Nepotism, followed up with the issuance of RI Law No. 28 of 1999 concerning State Administration that is Clean and Free of Corruption, Collusion and Nepotism and RI Law No. 31 of 1999, RI Law No. 28 of 1999 which was later changed to become RI Law No. 20 of 2001 concerning the Eradication of Corruption. 1 (one) year later RI Law No. 20 of 2001 concerning the Corruption Eradication Commission which was followed up with the establishment of the Corruption Eradication Commission as the implementation of the law.

When the term bureaucratic reform began to be used, good governance in the form of organizational improvement, management and apparatus resources began to be reviewed and formulated. There is an effort in that direction although in reality there are still many shortcomings. The large number of government institutions in Indonesia, both central and regional, the long bureaucratic path, plus the vast territory of the Republic of Indonesia with various forms of topography and demographics hampers the effort to carry out bureaucratic reform.

Bureaucratic conditions in the current reform era as a whole can be said to have not shown much improvement. There are still arrogant bureaucrats and apparatus who assume that they are the very important people whom the people need; there are still many practices of corruption, collusion and nepotism; and the performance and mentality of the apparatus are still low. Ideally, the function of the bureaucracy is to realize public services appropriately, quickly, and consistently in order to create an accountable and good bureaucracy. As a basis

for implementing bureaucratic reform in Indonesia, the government issued the Republic of Indonesia Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025.

Sedarmayanti (2019) argued that reform is a process of systematic, integrated and comprehensive efforts aimed at realizing good governance. While the bureaucracy is a system of government administration run by civil servants based on statutory regulations. Sedarmayanti (2017) also argued that bureaucracy is an organization that has levels and each level is occupied by an appointed or elected official, accompanied by rules of authority and responsibilities, and every policy made must be known by the mandate grantor. Bureaucrats are employees who act bureaucratically. Bureaucracy is:

- a. The system of government run by government officials for holding the office hierarchy and position.
- b. Work methods or arrangements that are slow and by the book (customs and so on) that have many twists and turns.
- c. Bureaucracy often forget the true purpose of government, because they place too much emphasis on method and form. It impedes fast work and creates a mind of waiting, eliminates initiative, related to complicated regulations and relies on orders from superiors, has a static spirit and therefore impedes progress.

Bureaucratic reform, according to Sedarmayanti (2017), is the government's effort to improve performance through various means aiming for effectiveness, efficiency, and accountability. Through bureaucratic reform, a restructuring of the government administration system has been carried out. In the future, bureaucratic reform is expected to be the backbone of the changes in the life of the nation and state.

The purpose of bureaucratic reform is to create a professional government bureaucracy with character, integration, high performance, clean and free of corruption, collusion and nepotism, able to serve the public, neutral, prosperous, dedicated, and uphold the basic values and ethics of the state apparatus. Dwiyanto (2011) conveyed that bureaucratic reform is intended as an effort to make fundamental and comprehensive changes in the field of government to produce a government that has character, cares for the public, is professional, is highly integrated, is capable of providing superior services, acts as an agent of change, and contributes in realizing democratic governance (democratic governance).

Referring to the Presidential Regulation Appendix Number 81 of 2010 Chapter II Grand Design Bureaucratic Reform point 2.4. The vision of bureaucratic reform is "Realization of World Class Government", namely a professional and high integrity government capable of providing excellent service to the community and democratic government management to be

able to face challenges in the 21st century through good governance in 2025. Meanwhile, Attachment of Presidential Regulation Number 81 of 2010 Chapter II point 2.6. mentions that the mission of bureaucratic reform is as follows:

1. To form/perfect laws and regulations in order to realize good governance;
To organize and strengthen the organization, management, human resource management, supervision, accountability, public service quality, mindset, and cultural set;
2. To develop effective control mechanisms;
3. To manage administrative disputes effectively and efficiently.

The purpose of bureaucratic reform, as attached in the Presidential Regulation Number 81 of 2010 Chapter II point 2.7, is to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and free of corruption, collusion, and nepotism, able to serve the public, neutral, prosperous, dedicated, and uphold the basic values and codes of conduct for the state apparatus. The area of change that is the goal of bureaucratic reform covers all aspects of government management, as stated in Table 2.

Table 2: Area of Changes and expected Results

Area	Expected results
Organization	Organization with right function and right sizing
Governance	Clear, effective, efficient, measured, and appropriate systems, processes, and work procedures, in accordance to the principles of good governance
Regulations	Regulations that in order, not overlapping, and conducive
Apparatus human resources	Apparatus that have integrity, neutrality, competence, capability, professionalism, and high-performance well-being
Supervision	Improvement of governance clean and free of corruption, collusion, and nepotism
Accountability	Improvement of the capacity and accountability of bureaucratic performance
Public service	Prime service in accordance to the people's needs and expectations
Mind set and culture set	Bureaucracy with high integrity and performance

As a benchmark for the successful implementation of bureaucratic reform, as attached in the Presidential Regulation Number 81 of 2010 Chapter II point 2.11, is carried out through the achievement of targets with key performance indicators, as stated in Table 3 below.

Table 3: Objectives and Indicators of Bureaucracy Reform Success

Objective	Indicator	Base line (2009)	Target (2014)	
Realization of a government free of corruption, collusion, and nepotism	Cumulative Performance Index*)	2.8	5.0	
	Opinion of BPK (WTP)	Central	42.17%	100%
		Regional	2.73%	60%
Realization of public service improvement	Public Service Integrity	Central	6.64	8.0
		Regional	6.46	8.0
	Ease of Business Rank	122	75	
Improvement of capacity and accountability of bureaucratic performance	Governance Effectiveness Index	-0.29	0.5	
	Accountable government institution	24%	80%	

*Scale of 0-10

**Scale of -2.5 – 25

Source: Processed data from RPJMN 2010-2014

In 2025, the gradual achievement of the above objectives is expected to produce quality governance. The better the quality of governance, the better the results of development (outcomes), which are characterized by:

- a. no corruption;
- b. no violations;
- c. good national and regional development budget;
- d. successful execution of programs;
- e. quick and precise completion of licenses;
- f. good communication with the public;
- g. effective and productive use of time (working hours);
- h. consistent and continuous implementation of rewards and punishment;
- i. tangible results of development (property, employment opportunities, and poverty reduction; that is, creating jobs, reducing poverty, and improving people's welfare).



Conclusion

ASN plays a vital role as a motor to drive the wheels of the government. Whatever the concept that is in use, the core is the skills or competencies and the militancy of the apparatus. The regular, repetitive, and continuous morning assemblies are filled with measured and weighted materials, which will gradually form the character of the apparatus as expected. The morning assembly is just the beginning of an ASN's long devotion in navigating the ocean of devotion. There are fundamental competencies that each ASN has. These are technical competencies, managerial competencies, social cultural competencies, integrity and morality. All competencies can only be obtained by fostering sustainable ASN; so as to form a disciplined ASN, with superior character, a positive work culture and further to capture all the potential possessed in the organizational culture, which can be used as initial capital in efforts to carry out bureaucratic reform in Indonesia.

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