

Development Of Spiritual Value-Based Apparatus Resources

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Abstract

This study aims to analyze the Development of the State Civil Apparatus (ASN) from the perspective of spiritual values. ASN development is a strategic component in improving government effectiveness and the quality of public services. Traditional technical-based methods are no longer sufficient to meet the needs of human resource management in the difficult contemporary era. This study looks at the ASN development model from the perspective of spiritual values. This model combines elements of ethics, spirituality, and professionalism in the formation of ASN's character and performance. The implementation of spiritual values in the development of ASN in Situbondo Regency using a qualitative descriptive approach. This method uses ordinary religious activities, such as the recitation of prayers and Khataman Al-Qur'an, as a means to build character and work ethics. The results of the study show that incorporating spiritual values into the ASN development program is very helpful in the formation of ASN who not only have technical skills but also honest and caring people. In addition, this research reveals that spiritual-based leadership plays an important role in encouraging ASN involvement, creating a harmonious work environment, and increasing productivity. The development of spirituality-based ASN also supports the achievement of transparent, accountable, and effective governance. Thus, spiritual values can be a strategic foundation to realize professional and character civil servant as well as support the sustainable transformation of public services.

Keywords: ASN Development; Spiritual Value; Public Service.

Abstrak

Penelitian ini bertujuan untuk menganalisis Pengembangan Aparatur Sipil Negara (ASN) dalam perspektif nilai spiritual. Pengembangan ASN merupakan komponen strategis dalam meningkatkan efektivitas pemerintahan dan kualitas layanan publik. Metode tradisional berbasis teknis tidak lagi cukup untuk memenuhi kebutuhan pengelolaan sumber daya manusia di era kontemporer yang sulit. Penelitian ini melihat model pengembangan ASN dari sudut pandang nilai spiritual. Model ini menggabungkan elemen etika, spiritualitas, dan profesionalisme dalam pembentukan karakter dan kinerja ASN. Implementasi nilai-nilai spiritual dalam pengembangan ASN di Kabupaten Situbondo dengan menggunakan pendekatan deskriptif kualitatif. Metode ini menggunakan kegiatan keagamaan biasa, seperti pembacaan sholawat dan Khataman Al-Qur'an, sebagai sarana untuk membangun karakter dan etika kerja. Hasil penelitian menunjukkan bahwa memasukkan nilai-nilai spiritual ke dalam program pengembangan ASN sangat membantu dalam pembentukan ASN yang tidak hanya memiliki kemampuan teknis, tetapi juga orang-orang yang jujur dan peduli. Hasil penelitian ini mengungkap bahwa dengan kepemimpinan berbasis spiritual berperan penting dalam mendorong keterlibatan ASN, menciptakan lingkungan kerja yang harmonis, serta meningkatkan produktivitas. Pengembangan ASN berbasis spiritualitas juga mendukung pencapaian tata kelola pemerintahan yang transparan, akuntabel, dan efektif. Dengan demikian, nilai-nilai spiritual dapat menjadi landasan strategis untuk mewujudkan ASN yang profesional dan berkarakter, sekaligus mendukung transformasi pelayanan publik yang berkelanjutan.

Kata Kunci: Pengembangan ASN; Nilai Spiritual; Pelayanan Publik.

INTRODUCTION

Human resource development in the public sector is a crucial aspect of improving government capabilities and effectiveness, especially at the district level. The Situbondo Regency Government, for example, has a unique challenge in ensuring that the state civil apparatus in it is qualified and can provide optimal public servants.

In the 21st century, the challenges of public administration are increasingly complex, requiring the development of human resources not only limited to improving technical skills but also the formation of a solid character. Meanwhile, spiritual values in the workplace are increasingly recognized as important factors in shaping effective work ethics, morality, and leadership, these values include not only religious aspects but also ethics, honesty, and concern for others.

The implementation of good government services needs to be supported by quality government administrators. Capacity building for government administrators is very important in supporting the realization of good government services for a democratic country.

The Situbondo Regency Government, to improve services to the community, has made efforts to innovate in the administration of government by utilizing Information Technology (IT). In addition, Situbondo Regency also implements a *whistleblowing system* that covers various aspects, such as public complaints, financial reporting, budget management, regional asset management, financial report preparation, and employee performance. All of these reports are connected to the Regent, the Head of the Resort Police, and the Situbondo District Attorney's Office.

In realizing good governance, the Personnel and Human Resources Development Agency (BKPSDM) makes efforts to improve the performance of the state civil apparatus which is very measurable and clear. Since 2018, the Situbondo Regency Government has implemented an E-performance system to measure the work ethic, work productivity, and work performance of state civil servants in the Situbondo Regency Government. This is evidenced by the achievement of the Situbondo Regency Government's Government Performance Accountability System (SAKIP) award with the A predicate, which was previously in the BB predicate in the Government Agency Performance Accountability System (SAKIP). Of the 518 Regencies/Cities throughout Indonesia, there are only 10 Regencies/Cities that managed to get an A grade, and one of them is Situbondo Regency (<https://web.situbondokab.go.id/berita/kabupaten-situbondo-sukses-meraih-penghar-gaan-sakip-predikat-a>).

One of the important factors in achieving the A SAKIP title is the SIRKA application, which began to be developed with the Agency for the Assessment and Application of Technology (BPPT) in 2015. This application successfully integrates planning, budgeting, and reporting, including SAKIP. All of these achievements show the commitment of the Situbondo Regency Government to present good governance,

following the vision and mission of the Regent and Deputy Regent, as well as through close cooperation between Regional Apparatus in Situbondo Regency, which is the essence of *good governance*.

The Situbondo Regency Government has succeeded in creating synergy between regional apparatus to realize good governance. The achievement of the A SAKIP predicate is a reflection of the determination of the Situbondo Regency Government to improve efficiency, transparency, and accountability in the administration of government. This is in line with the vision and mission of the Regent and Deputy Regent and affirms their commitment to ensure that the government runs well for the benefit of the people of Situbondo Regency.

The Situbondo Regency Government received an award from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB) for successfully achieving and maintaining the 2021 Government Agency Performance Accountability System Evaluation (SAKIP) with a grade of A. This achievement is the third time in a row, starting in 2019, 2020, and 2021 (<https://memontum.com/pemkab-situbondo-untuk-kali-ketiga-berhasil-pertahankan-sakip-nilai-a>). This achievement is the result of the hard work of all state civil servants within the Situbondo Regency Government, starting from the Regency, District, to Village levels. This step is the seriousness of the Situbondo Regency Government to manage the government properly.

Good Governance is not only a moral principle necessary to maintain integrity and ethics in the management of an entity but is also the key to success in achieving optimal performance in various contexts. In the government sector, ensuring that public resources are used efficiently to provide quality services to the community. Good governance is indeed a foundation on which any entity, regardless of its nature, can build a foundation for long-term success and provide added value for all stakeholders involved.

To realize better government performance, quality and quantity of human resources are needed. Therefore, it is necessary to develop human resources to improve employee capabilities. Employee development is an effort that aims to advance employees in terms of career, knowledge, and abilities. Human resource development is important in the context of government because, in the face of rapid changes in demands and technology, employees must continue to evolve to remain relevant and effective in carrying out their duties.

A socio-cultural approach based on spiritual values is an integral part of the development of ASN in Situbondo Regency, especially through routine religious activities such as Khataman Al-Qur'an, the recitation of Sholawat Burdah, Sholawat Thibil Qulub, and Sholawat Nariyah. This program is not just a formality but builds a local culture that has been deeply rooted in the community, creating a religious and ethical work ethic.

The integration of spiritual values in human resource development is considered a credible solution to face the challenges of ASN management. Spiritual values, which include ethics, honesty, and caring, are the foundation for improving the performance of individuals and organizations. In Situbondo Regency, this approach serves as a social and cultural foundation oriented towards faith and piety, having a positive impact not only on the realm of government administration but also on the formation of a more religious society.

Spirituality in organizational management also ensures that ASN brings physical, mental, emotional, and spiritual aspects to their work environment. With this approach, emotional engagement and loyalty to the organization increase, creating a high commitment to providing public services. This holistic approach strengthens the alignment between the personal vision and the organization's vision, resulting in more optimal performance.

Routine religious activities carried out in Situbondo, such as reading the Qur'an and prayers, not only strengthen the spiritual dimension of the individual but also encourage harmony in the work environment. ASN is invited to reflect on their duties as a form of worship and to provide services with dedication and integrity. The virtues of reading the Qur'an and prayer, as mentioned in various hadiths, are also internalized as a spiritual motivation for civil servants to improve their personal qualities.

By maintaining strong local traditions, the spiritual values in Situbondo become a bridge that connects local culture with the challenges of modernization. This approach strengthens the competitiveness of civil servants in facing global dynamics, without losing local identity. The integration of these values inspires us to continue to adapt to the changing times while maintaining harmony in society.

The spiritual approach is also an important means for the development of ASN leadership. Leaders who have a spiritual dimension can inspire their subordinates, creating a work environment that supports collaboration and innovation. With value-based leadership, ASN can better deal with work pressure, maintain mental balance, and increase work productivity.

In the context of education and training, spiritual values can be integrated through programs that are relevant to local traditions and global challenges. Situbondo Regency provides a real example of how spiritual-based activities can be adopted in the ASN development curriculum, strengthening professional competence as well as individual character.

In the end, this program not only has a positive impact on ASN's personal development but also creates a more conducive work environment. With spirituality as the foundation, ASN are expected to be able to carry out their duties better, be committed, and be able to provide superior public services.

Another positive impact is the creation of harmony in working relationships, which enriches the spiritual and social dimensions of ASN. Situbondo Regency has proven that spiritual value-based development is not only relevant but also strategic in building effective and dignified governance.

Through a commitment to spiritual values, Situbondo Regency has the potential to become a model in the development of ASN based on moral and ethical values. This approach makes spiritual values a key pillar that not only supports government efficiency but also strengthens the relationship between government, communities, and rich local traditions.

By continuing to develop and maintain these spiritual values, Situbondo Regency will continue to be a real example of how the application of religious and spiritual values can positively affect the government and society as a whole. As conveyed by Mrs. Nyai Hj. Khoirani, MH as Deputy Regent of Situbondo on March 13, 2024.

"The need to instill spiritual values in the state civil apparatus such as carrying out religious activities (khataman al-Qur'an, recitation of prayer nariyah before carrying out duties, prayer thibil qulub and including religious values when I make a working visit to the Regional Apparatus by motivating in the form of increasing faith "work intention to worship" then what we do will be recorded as worship or reward. That's what I always convey when making working visits to the Regional Apparatus. With the hope that the state civil apparatus will work even better so that it can have an impact on a state civil servant so that the apparatus carries out their duties well".

The importance of spiritual values among the civil servants of the state is based on the understanding that spiritual values are the basis for the behavior and attitudes expected of them. This approach focuses on how humans can get closer to God so that in carrying out their duties they carry out their duties responsibly, honestly, and cooperatively so that the burden of tasks feels lighter.

Research by Mahmoodi Arsyad (2015) shows that in the public sector workplace, Spiritual Quotient (SQ) is more important than Emotional Quotient (EQ) and Intelligence Quotient (IQ) in influencing employee performance. Spiritual Quotient (SQ) can improve performance if there is training that focuses on this spiritual aspect.

Therefore, the application of spiritual values among the state civil servants is essential to create a healthy and professional work environment. Spiritual values provide the basis for the formation of character, work ethics, and a positive attitude in carrying out public service duties.

Religious activities carried out are a method to develop human resources through internal motivation given by a leader to the staff or state civil apparatus he

leads. The goal is to instill the character of spiritual values to increase faith and strengthen spiritual intelligence in the state civil apparatus. Spiritual intelligence is the first discovery initiated by Zohar and Marshall (Agustian, 2003) spiritual intelligence can integrate two other abilities, namely IQ, and EQ (Idrus, 2002:57). Wigglesworth (2004) Spiritual intelligence is the ability to behave with compassion and wisdom, maintaining peace in and out of any situation. As written by Mundali (2002, p.3) who said being smart is not only expressed by having a high IQ, but to become a really smart person one must have spiritual intelligence (SQ).

The cultivation of spiritual value character through religious activities for state civil servants has the goal of building character so that they become better people in carrying out their duties, and it greatly affects comprehensive performance measurement for improving individual and organizational performance. Organizations will experience changes with ideas put forward by individual employees to create better organizational behavior and culture. The vision of the Situbondo Regency Government is to create a Situbondo community that is moral, prosperous, fair, and empowered. Activities that instill religious values have a positive impact on the state civil apparatus and contribute to improving the performance of outstanding organizations.

This shows that there is a research gap related to the model of developing spiritual value-based apparatus resources to realize moral civil servants in Situbondo Regency. Although previous studies, such as Arsyad Mahmud (2015), have shown that IQ, EQ, and SQ affect performance with religious moderators, as well as various other studies highlighting the importance of spiritual intelligence in leadership and performance development, there is still an empirical gap.

Situbondo Regency, despite winning various awards, still faces cases of ASN violations, including corruption and misuse of village finances, which leads to disciplinary sanctions and dismissal. This reality shows that there is a gap between the government's vision to realize a moral society and the conditions on the ground.

Previous studies, such as Maryam Hosseini (2010) on spiritual intelligence related to problem-solving, Peter Hyson (2013) on the effectiveness of spiritual intelligence-based leadership, and Arshad Mahmud (2015) on spiritual intelligence-based organizational strategies, have highlighted the importance of integrating spiritual values in human resource development.

However, in Situbondo Regency, the implementation of spiritual values in the development of ASN still faces real challenges, so further research is needed to explore effective spiritual value-based development. This research aims to bridge this gap by providing spiritual value-based solutions to improve ASN morals and strengthen ethical governance. The purpose of this study is to analyze the development of Apparatus Resources based on spiritual values.

RESEARCH METHODS

This study uses a qualitative brief and phenomenological research design involving informants, namely: 1) Deputy Regent of Situbondo, 2) Head of Field, 3) Head of Regional Apparatus, and 4) State Civil Apparatus. Data collection techniques utilizing in-depth interviews, observations, and documentation. The data analysis technique in this study uses an interactive analysis model as shown in the figure below:

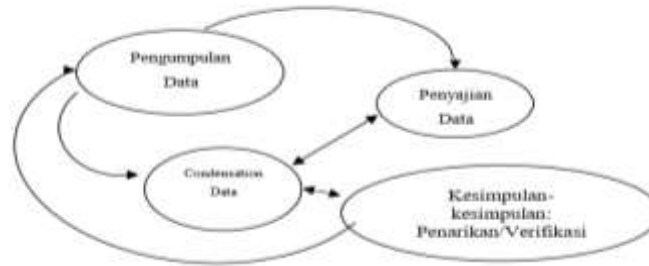


Figure 1 Miles and Huberman Interactive Analysis Model
Sumber: Miles dan Huberman (2014)

RESULTS AND DISCUSSION

The development of apparatus resources from the perspective of spiritual values is an approach adopted by the Situbondo Regency Government as part of efforts to improve the quality of human resources in the government sector. The theory of human resource development emphasizes the importance of paying attention to the spiritual aspect of individual development, as conveyed by *Schuler* and *Jackson* (1997) who emphasized the importance of understanding and meeting the needs of employees, including spiritual needs. The results of the study show that the application of spiritual values in the development of apparatus resources can increase their motivation, job satisfaction, and performance in carrying out administrative tasks and public services. An emphasis on spiritual values such as integrity, empathy, and dedication in employee training and coaching can create a more harmonious and ethical work environment, which in turn will have a positive impact on the effectiveness and efficiency of public service delivery.

The integration of spiritual values in all aspects of the development of Apparatus Resources (SDA), including training, evaluation, and daily work, has become a strong philosophical foundation in Situbondo Regency. This approach not only sees SDA as a technically functioning entity but also as an individual who has a spiritual dimension that needs to be considered and developed. Through training, spiritual values such as integrity, empathy, and social responsibility are instilled in the paradigm of professional leadership and behavior. Performance evaluation not only considers the achievement of targets quantitatively, but also values aspects such as honesty, cooperation, and

dedication that are derived from spiritual values. As stated by the Secretary of the Situbondo Regency Inspectorate as follows:

"In Situbondo Regency, we believe that the development of natural resources is not only about improving technical skills but also about moral and spiritual growth. Therefore, we integrate values such as integrity, empathy, and social responsibility in all aspects of natural resource development, from training to performance evaluation and day-to-day work. In daily work, we encourage officials to apply values such as honesty, cooperation, and empathy in every interaction they have with others and in decision-making." (Interview with Mr. Joko Nur Cahyo, 23/09/2024)

This approach aims to create a work environment that is not only dominated by staff who have high technical skills, but also by individuals who are responsible, caring, and have high moral integrity. Thus, BKD Situbondo Regency believes that these values are an integral part of the organizational culture, which as a whole will improve the performance and effectiveness of the organization.

Regular activities such as religious lectures, group discussions, and mental development programs are considered important efforts in the personal and professional development of the apparatus. According to the Head of the Human Resources Section of the Situbondo Regency Government, this activity not only serves as a means to improve spiritual and mental quality but also as an effort to strengthen moral and ethical values in the work environment. As stated by the Head of Satpol PP Situbondo Regency as follows:

"We consider these activities very important in shaping character and improving the welfare of the apparatus. Religious lectures provide the moral and spiritual direction that is needed to carry out their duties with integrity and dedication. Group discussions, on the other hand, provide a platform for them to exchange experiences and solve problems together. Meanwhile, mental coaching programs help them manage stress and improve their mental well-being. We see that these activities have a positive impact on the welfare and performance of the apparatus. They become more motivated and motivated, and better able to overcome challenges." (Interview with Mr. Buchari, 26/09/2024).

The development of government apparatus with the approach of instilling spiritual values in Situbondo Regency has been carried out in the last few years. This effort is pursued through various programs and activities, such as training and development of human resources, providing motivation, fostering discipline, and applying modern management principles based on spiritual values. These programs are designed to improve the moral quality and work ethics of state civil servants so that they

can carry out their duties with high integrity and dedication. Religious activities that aim to instill spiritual values in the state civil apparatus are religious activities as follows:

Khataman Al-Qur'an

The apparatus resource development program implemented by the Situbondo Regency Government in instilling spiritual values includes Khataman Al-Qur'an activities, which are carried out every Thursday Kliwon by all regional apparatus in each agency. This program is based on the Situbondo Regent Letter

Number 451/0561/431.004.4/2021 dated August 20, 2021, which regulates the implementation of Khataman Al-Qur'an, the recitation of the Burdah Prayer, the Thibil Qulub Prayer, and the Nariyah Prayer.

Through this activity, it is hoped that state civil servants in Situbondo Regency can improve their spiritual quality, which in turn will have a positive impact on public performance and services. Each agency is expected to actively participate in this activity, which not only functions as a means of worship but also as a vehicle for the character and moral formation of employees. By routinely carrying out Khataman Al-Qur'an and prayer readings, state civil servants are invited to reflect and internalize religious values in their daily lives and in carrying out their duties. This is in line with the efforts of the Situbondo Regency Government to create a clean bureaucracy, that has integrity and serves the community wholeheartedly. As conveyed by the Head of the Spiritual Mental Development Sub-Division of the Welfare Section of the Situbondo Regency Regional Secretariat:

"The Regent conveyed orally to us to get used to the khataman of the Qur'an in each agency, every Thursday with the hope of asking for protection from Allah and increasing the faith of the apparatus so that they can carry out their duties with full responsibility and trust. Therefore, we then follow up with a letter from the Regent to all regional apparatus to carry out these activities". (Mr. Purnomo, SE, 20/9/2024)

Khataman activities, which refer to the process of reading and memorizing the Qur'an, have a very important role in the development of apparatus resources, especially in the organizational environment that makes religious values the foundation of morality and ethics. In this context, Khataman is a means to improve the spiritual and moral quality of government officials in Situbondo Regency. As seen in the picture below:



Figure 2 Khataman Al-Qur'an Activities

Sumber : Dinas Komunikasi dan Informatika, Year 2024

Khataman activities also have a positive impact on the development of apparatus resources. The process of memorizing the Qur'an requires individuals to use their cognitive capacity to the maximum, thus helping to improve critical and analytical thinking skills. In addition, Khataman can be a tool to strengthen social ties among state civil servants. When they gather to carry out this activity together, a strong atmosphere of togetherness and solidarity is created, which has a positive impact on teamwork and a harmonious work atmosphere.

ASN Bersedekah

The next apparatus resource development program implemented by the Situbondo Regency Government is "ASN Beradaqah." This program involves collecting funds from all state civil servants, which is managed by the National Amil Zakat Agency (Baznas) of Situbondo Regency. The main purpose of this program is to assist the people of Situbondo Regency to fight poverty and improve their welfare.

The program "ASN Bersedekah" demonstrates the commitment of the local government to not only improve the internal quality of the state civil apparatus through spiritual and moral activities but also to contribute directly to the welfare of the community. The funds collected through this program are used for various social activities, such as assistance to underprivileged families, the provision of scholarships for outstanding students from poor families, and support for public health programs.

As conveyed by the Deputy Regent of Situbondo, this program is expected to be an example for other regions in collaborative efforts between the government and the community to overcome urgent social issues. "ASN Beradaqah" not only reflects the spirit of cooperation and social concern but also affirms the active role of state civil servants in sustainable social development in Situbondo Regency.

"This ASN Berdekah is a form of teaching all ASN to help each other so that the problems in Situbondo Regency about poverty are slightly resolved". (Interview with Mrs. Nyai Khoirani, 10/09/2024)

The program "ASN Bersedekah" provides broad benefits, not only in efforts to combat poverty and improve community welfare but also as a means of strengthening social integration and harmony in Situbondo Regency. The active participation of state civil servants in this program helps to establish closer relationships between the government and society, creating a more inclusive environment and supporting shared growth. Thus, the program "ASN Bersedekah" is not just a resource development activity, but also an important instrument in building trust, solidarity, and a stronger community in Situbondo Regency.



Figure 3 Socialization ASN Bersedekah started in 2021
Sumber : Bagian Kesra Setda Kab Situbondo, Tahun 2024

The program "ASN Bersedekah" is intended for several community activities as follows: *First*, Direct Assistance: The funds collected from the "ASN Beralkah" program are used to provide direct assistance to families who are in difficult economic conditions. As the activities below:



Picture 4 Distribution of Basic Food Assistance in 2024
Sumber : Bagian Kesra Setda Kab Situbondo, Tahun 2024

Program implementation "ASN Bersedekah" in Situbondo Regency not only serves as a means for the development of apparatus resources but also a concrete manifestation of the local government's commitment to improving community welfare and fighting poverty at the local level. This program shows how state civil servants can play an active role in making a positive contribution to their communities.

Reciting Sholawat

The Situbondo Regency Government apparatus resource development program has implemented the "Sholawat Recitation" activity. This program involves all state civil servants within the Situbondo Regency Government, along with the general public and local religious leaders, to periodically organize prayer recitations. The main goal of this program is to strengthen spiritual, ethical, and moral values among government officials and the wider community.

To achieve this goal, prayer recitation activities are held regularly to enable participants to absorb wisdom and inspiration from prayer poems offered to the Prophet Muhammad SAW. Through active participation in recitation, it is hoped that an atmosphere of togetherness and harmony will be created in the work and social environment.

In addition to these benefits, the recitation of prayer is also expected to strengthen relations between residents and form a collective awareness of the importance of religious values in daily life. Thus, the program "Pengajian Sholawat" not only plays a role in the development of apparatus resources but also in building a religious foundation and social unity in Situbondo Regency. This is in line with the efforts of the spiritual mental development subdivision to improve the quality of public services through the development of spiritual and moral aspects.

"This prayer recitation is for all MBAs, both the government, the community, and religious leaders. All come together to chant prayer poems to create togetherness and harmony in building a better and more advanced Situbondo Regency (Interview with Mr. Purnomo, SE, 28/9/2024)

Prayer recitation is not only a moment of worship and religious reflection but also an effective means of strengthening harmony and solidarity among the people of Situbondo Regency. This activity allows government officials, religious leaders, and community members to gather regularly, share experiences, and reflect together on the meaning of a blessed life. The spirit of togetherness arising from the recitation of this prayer has a positive impact on the work atmosphere and the quality of relations between citizens, as seen in the following documentation:



Picture 6 Reciting Sholawat for ASN, Religious and Community Leaders

Sumber : Bagian Kesra Setda Kab Situbondo, Tahun 2024

The Sholawat Recitation Program plays an important role in building a solid religious foundation in Situbondo Regency. Through consistent and directed religious practices promoted in prayer recitations, the community and government apparatus can deepen their understanding of Islamic religious values, morality, and ethics that must be upheld in daily life.

The recitation of prayer is not only a forum to increase individual spirituality, but also a forum for social interaction that strengthens relations between citizens. Participation in prayer recitation builds strong solidarity among members of society, regardless of social or economic background.

The development of spiritual value-based apparatus resources is a very important effort in improving the quality of human resources of government apparatus in Situbondo Regency. By strengthening spiritual values, it is hoped that government officials can carry out their duties well and provide quality services to the community. This effort aims to integrate spiritual values such as integrity, honesty, and empathy in every aspect of their actions in serving the Community.

In addition, the development of spiritual values also plays a role in shaping the character of a stable and quality government apparatus. By strengthening their spiritual foundation, it is hoped that they will be able to face various challenges with a calm, wise, and empathetic attitude. The development of spiritual value-based apparatus resources in the Situbondo Regency government is essential because of the crucial role possessed by government apparatus in the implementation of government, regional development, and public services. In this context, spiritual values such as integrity, justice, sincerity, and togetherness are the main keys to improving the quality of performance of government officials.

The optimal quality of public services is highly dependent on the integrity and morality of government officials. By strengthening these spiritual values, it is hoped that they can carry out their duties with full responsibility, transparency, and honesty. In

addition, values such as fairness and sincerity are also important to ensure that decisions and actions taken by government officials are always in favor of the interests of the community in a fair and non-discriminatory manner.

The Situbondo Regency Government needs to continue to make efforts to develop spiritual value-based apparatus resources by optimizing programs and activities that have been implemented, as well as by developing innovations in the development of human resources for government apparatus. It is hoped that the development of apparatus resources that focus on spiritual values can be a good example for other districts/cities in Indonesia to improve the quality of performance of government officials.

The development of human resources based on spiritual values requires a strong commitment from the government, support from various related parties, and consistency in its implementation. Concrete steps such as training, workshops, and self-development activities that reinforce spiritual values are integral to this strategy. In addition, it is important to continue to encourage the creation of a supportive work environment, which facilitates the spiritual and professional growth of government officials.

The development of positive spiritual values is also important in facing the dynamics of the ever-evolving times. The state civil servants need to have spiritual resilience to overcome the various challenges that arise in carrying out government duties in rapid social, economic, and technological changes.

The development of state civil servant resources from the perspective of spiritual values in the Situbondo Regency Regional Government provides benefits for both state civil servants and the organization itself. Here are some of the benefits that can be felt: 1) Improving Integrity and Honesty, 2) Improving Performance, 3) Improving the Quality of Public Services, 4) Fostering a Good Work Culture, and 5) Creating a Better Society.

The cultivation of spiritual values has resulted in high awareness, concern, and responsibility in providing the best service to others. The State Civil Apparatus in carrying out their duties intends worship, namely providing benefits and services to others as a form of devotion to God. They realize that their duties are not just work, but also a mandate that must be carried out with a sense of responsibility and awareness of the importance of serving the community well.

The formation of a strong work culture based on these values is the foundation needed to create a productive and harmonious work environment. Integrity is a core value that must be instilled in the behavior and decisions of every individual in the work environment. Honesty is the foundation for building trust between others and with the local government. In addition, responsibility is an attitude that is necessary to maintain accountability for the tasks and decisions taken, as well as to complete responsibilities

well. Cooperation is seen as the key to achieving common goals and overcoming challenges effectively.

Instilling these values in the formation of work culture, BKD Situbondo Regency hopes to create a healthy and productive work environment for all apparatus in the area. This approach is expected to increase collaboration, transparency, and efficiency in the implementation of government tasks, as well as strengthen the relationship between local governments and the community. Thus, the development of a work culture based on the values of integrity, honesty, responsibility, and cooperation is an integral part of efforts to improve the quality of public services and advance Situbondo Regency in a better direction.

The Situbondo Regency Government needs to continue to encourage and facilitate religious activities as one of the efforts to improve the quality of human resources of the state civil apparatus. With this effort, it is hoped that Situbondo Regency will become an area that has a professional, dignified state civil servant, and can provide excellent public services for the community. The synergy between instilling spiritual values and improving the quality of human resources of the state civil apparatus will be a strong foundation for creating a clean, transparent, and effective government environment.

Piedmont's theory of spiritual values (1999:985-986) is as follows: 1) The practice of worship, is the practice of feeling happy and joyful in taking benefits from the worship carried out. As religious activities are carried out in the Situbondo Regency Government, it strengthens this theory in its implementation so that it has an impact on individual state civil servants. 2) Belief, is a feeling that life is interconnected and desire is responsible for created beings. This is reflected in the state civil apparatus's how to serve the community well so that it can provide excellent service and maximum community satisfaction. 3) Spiritual commitment is a desire for personal responsibility towards others, both horizontally and in other groups. This is reflected in how the state civil apparatus has a strong spiritual commitment so that they carry out their duties with full responsibility not only to the leadership but also to their God.

The concept of developing state apparatus resources from the perspective of spiritual values emphasizes the importance of strengthening the moral, ethical, and spiritual awareness aspects of government employees. By applying spiritual values such as integrity, honesty, and a sense of responsibility, the relationship between the apparatus and the organization can be significantly strengthened. Instilling spiritual values can also form a more harmonious and collaborative work culture in the government environment. Employees who have a high level of spiritual awareness tend to have a sense of unity, and mutual respect, and be more empathetic towards others.

The implementation of spiritual values in the development of state apparatus resources can be a strong foundation for building a solid, integrity, and quality public service-oriented organizational culture in the Situbondo Regency Government.

The results of the study confirm the commitment of the Situbondo Regency Government to improving the quality of human resources in the field of government administration through a spiritual value approach. This approach is relevant to several human resource (HR) development theories that highlight the crucial role of human resources in the success of an organization. The focus on spiritual and moral aspects in the development of human resources of government is in line with the concept of spirituality measurement presented by Piedmont (1999).

According to Muhammad (2009), often education and training only focus on cognitive aspects and skills, while the spiritual dimension is neglected. To overcome this, the application of Spiritual Management is important to develop the spiritual dimension of government employees. This approach includes the cultivation of spiritual values, which can produce government apparatus that are not only technically competent, but also have integrity, empathy, and strong moral awareness in carrying out their duties. Thus, the spiritual value approach in the development of human resources of government apparatus is a strategic step to ensure better quality and effectiveness of public services for the people of Situbondo Regency.

CONCLUSION

The development of apparatus resources that integrate spiritual values through routine religious activities such as Khataman Al-Qur'an, ASN alms, and prayer recitation has a strategic role in forming a state civil apparatus (ASN) with noble character. This approach not only enhances the spiritual dimension of ASN but also strengthens their integrity and orientation toward public services. Thus, civil servants with good character and based on spiritual values are expected to carry out their duties professionally, and responsibly, and make a positive contribution to creating effective and ethical governance.

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