

## Basic Training at BPSDM of South Kalimantan Province as a Vehicle for The Formation of Civil Servant Disciplinary Attitudes

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### Abstrak

Pada dasarnya tidak semua aparatur sipil negeri (ASN) memiliki citra positif dalam persepsi masyarakat. Hal tersebut terlihat misalnya dari kurangnya disiplin ASN. Untuk menyikapi hal tersebut Pemerintah Republik Indonesia melakukan Latihan Dasar (Latsar) bagi seluruh calon pegawai negeri sipil (CPNS) yang dilaksanakan oleh Badan Pengembangan Sumber Daya Manusia. Tujuan dari penelitian ini mendeskripsikan kegiatan selama Latsar CPNS dalam disiplin ASN. Pendekatan kualitatif digunakan dalam penelitian ini dengan metode deskriptif. Pengumpulan data dilakukan melalui observasi, wawancara, serta dokumentasi. Analisis data yang digunakan melalui tahap reduksi data, penyajian data, dan penarikan kesimpulan, sedangkan keabsahan data dilakukan melalui perpanjangan pengamatan, membercheck, menggunakan bahan referensi, dan triangulasi. Hasil penelitian menunjukkan bahwa kegiatan selama Latsar CPNS memberikan dampak positif terhadap pola sikap ASN, terutama dalam kedisiplinan ASN yang semakin meningkat.

**Kata Kunci:** Latsar, CPNS, dan disiplin.

### Abstract

Basically, not all civil servants (ASN) have a positive image in public perceptions. This can be seen, for example, from the lack of discipline of civil servants. To respond to this, the Government of the Republic of Indonesia conducts Basic Training (Latsar) for all prospective civil servants (CPNS), which the Human Resources Development Agency carries out. The purpose of this study is to describe the activities during the CPNS Latsar in the PNS discipline. The qualitative approach used in this research is a descriptive method. Data collection was carried out through observation, interviews, and documentation. The data analysis used was through the stages of data reduction, data presentation, and concluding. In contrast, the data's validity was carried out through extended observations, member checks, using reference materials, and triangulation. The results showed that the activities during the CPNS training had a positive impact on the attitude patterns of ASN, especially in the increasing discipline of ASN.

**Keywords:** Latsar, CPNS, and discipline.

### PRELIMINARY

Civil Servants (ASN) have an essential role in terms of development (Harlie, 2012). Civil servants carry out several strategic decisions, ranging from formulating various policies to implementing various development policies. For this role to be played, a professional civil servant figure is needed, namely a civil servant who can effectively and efficiently carry out his / her job duties. However, civil servants' negative image is still embedded in the minds of

the general public (Hisan, 2019). Several impressions are embedded in the services provided by civil servants, including being slow, complicated, and unprofessional. Apart from this, civil servants' disciplinary attitude has also received the spotlight in the community, such as often arriving late, traveling during work hours, skipping work hours, and returning home prematurely.

Based on these conditions, the government is making efforts to change civil servants' image to become more competent, integrated, and professional in carrying out their duties as public servants and have a high discipline attitude. To increase civil servants' competence, government agencies will conduct education and training (Diklat) or Basic Training (Latsar) for CPNS, which the Human Resources Development Agency carries out. CPNS training is carried out to increase civil servants' competence and be able to actualize the fundamental values of civil servants in carrying out their duties. According to Spencer, competence is a fundamental characteristic of an individual that influences how to act, makes generalizations about all situations at hand, and lasts long enough in humans (Achmad, 2003; Ruky, 2003; Syaharuddin & Mutiani, 2020).

A collection of elements that interact with each other in unity to carry out a process of achieving the primary goal. (Sutarman, 2009). In the learning system, when Latsar demands that each participant be able to actualize the civil servant profession's fundamental values, namely accountability, nationalism, public ethics, quality commitment, and anti-corruption, are synchronized ANEKA (Santa, n.d.). CPNS Latsar is expected to form a solid civil servant character, namely behaving and acting professionally in serving the community and civil servants with high discipline. Discipline is an indicator of the anti-corruption value that civil servants must have (Panuntun, 2020). Suradi stated that discipline is a condition formed through a process of a series of behaviors that shows the value of obedience, obedience, loyalty, order, and regularity (Suradi, 2017). Discipline allows a person to know and distinguish what should be done and what should not be done.

A disciplined attitude is needed for civil servant candidates in carrying out their duties as government officials. In this 21st century, only individuals who are disciplined and able to adopt technological developments can compete in the world of free and competitive competition. The discipline of a civil servant affects the quality of the resulting performance. Discipline has an impact on the progress and development of an agency or organization. As in Japan, among the causes that determine, the acceleration of the country's progress is due to the active role and contribution of its human resources and the extraordinary level of discipline of its people in carrying out various activities (Respati, 2018; Sukaimi & Said, 2018; Mutiani &

Faisal, 2019; Mutiani et al., 2021). The discipline of Japanese society can be emulated by civil servants in Indonesia so that an agency's goals can be achieved easily (Abbas, 2019).

It is hoped that the discipline of civil servants who have participated in Latsar will improve. The various rules that participants must obey during Latsar activities are intended to have high disciplinary values because good values will form a good personality, and vice versa (Putra, 2019; Sarbaini et al., 2019; Subiyakto & Mutiani, 2019). Civil servants who have participated in Latsar are expected to provide their best role and performance for the organization or agency where the PNS works. Therefore, this study aims to describe the activities during the CPNS Latsar, forming civil servants' disciplinary attitude.

## **METHOD**

Researchers used a qualitative approach to this research with descriptive methods. This is used to describe the activities during the CPNS Latsar at BPSDM South Kalimantan Province, where there are values in these activities, one of which is the value of discipline. The data collection technique was carried out through direct observation of the CPNS Latsar activities, carried out at Campus I and Campus II of BPSDM, South Kalimantan Province. Interviews with informants were conducted with the Head of Subdivision of General Affairs & Personnel of BPSDM, namely Saifullah, Head of Sub Division of Regional Leadership & Pre-service Competence, namely Abdul Haris, Hj. Syahrída Nurhayati as the Associate Expert Widyaiswara, Suriansyah as the concierge for BPSDM Campus I, Mahyudin as the manager of the BPSDM Campus II dormitory, Sarah Mulyani, Watono, Siti Masdinar Lestari, M. Agung Pratama, I Wayan Widiana, Jamaluddin, Rudy Erwansyah who as the CPNS Latsar participant. Documentation in the form of photos of the participants' activities during the CPNS Latsar and written documents in the form of a CPNS Latsar guidebook and documents of the Regulations for the State Administration Institute of the Republic of Indonesia regarding CPNS Basic Training.

Data analysis is used through the data reduction stage, data presentation, and conclusion. The data collected will be reduced according to the research objectives, namely the activities of Latsar CPNS at BPSDM, which are full of values, especially the value of discipline. The data are presented by describing the activities during the CPNS Latsar, which contain values such as disciplinary values accompanied by a photo of the activity. Furthermore, the conclusion is drawn according to the formulation of the problem. All data obtained by the researcher were analyzed and presented in the form of a brief description. It can be concluded that the activities during the CPNS Latsar significantly affect the discipline of the participants.

The data's validity is the accuracy between the data that occurs in the object of research and the data reported by the researcher (Sugiyono, 2010).

## **RESULTS AND DISCUSSION**

Latsar CPNS is one type of training carried out by the non-formal education institution BPSDM South Kalimantan Province, and the participants include CPNS. The latter is still in their pre-service period. Article 26, paragraph 3 states that non-formal education includes life skills education, early childhood education, youth education, women's empowerment education, literacy education, skills education, equality education, job training, and other education to develop the abilities of students (Kuntoro, 2006). Non-formal education has three functions: a complement to school education, addition, and a substitute for school education. In this case, The form of non-formal education implemented by the BPSDM of South Kalimantan Province functions as a complement to and a requirement for CPNS to be appointed as ASN (Sudjana, 2001).

CPNS Latsar is held at Campus I and Campus II of BPSDM, South Kalimantan Province, located at Jl. Panglima Batur Timur Banjarbaru Utara and on Jl. Ambulung Loktabat Selatan, Banjarbaru Selatan. The implementation of CPNS Latsar lasts for 18 days on the first campus, 30 days of actualization at each participant's institutions, and three days on campus for the second. When on campus, Latsar participants are in a dormitory. The implementation of CPNS Latsar lasts for 18 days on the first campus, 30 days of actualization at each participant's institutions, and three days on campus for the second. When on campus, Latsar participants are in a dormitory. The implementation of CPNS Latsar lasts for 18 days on the first campus, 30 days of actualization at each participant's institutions, and three days on campus for the second. When on campus, Latsar participants are in a dormitory.

According to Abdul Haris (41 years), the implementation of CPNS Latsar aims to develop the competence of CPNS, carried out in an integrated manner (Interview on January 30, 2020). The competence of CPNS can be measured through the attitude of defending the country, actualizing the fundamental values of civil servants in carrying out their duties, actualizing the position and role of civil servants within the framework of the Republic of Indonesia, and showing mastery of the technical competencies needed according to the task field. In addition to developing CPNS competencies, Latsar CPNS activities also aim to shape CPNS disciplinary attitudes through various activities during Latsar. Saifullah (45 years) said that the purpose of holding the CPNS Latsar was to accustom participants to live in the discipline through scheduled activities and the rules set by the committee (Interview on January 30, 2020). Activities during the CPNS Latsar do not only occur in the classroom, but several

activities are carried out outside the room. It is intended that the CPNS Latsar participants master the theory, but in practice, they can also apply it. Some of the activities carried out during the CPNS Latsar are: but in terms of practice, they can also apply. Some of the activities carried out during the CPNS Latsar are: but in terms of practice, they can also apply. Some of the activities carried out during the CPNS Latsar are:

1. The ceremony, or what is often referred to as an apple, is one of the most frequently held activities during the CPNS Latsar. Apples are held on Monday mornings, but every time they want to start activities such as going to class, wanting to eat, they are obliged to carry out apples. There is no reason for participants not to carry out the apple. When the weather is not possible, such as when it rains, the apples will be held indoors. At the morning apple, participants must wear black and white clothes complete with KORPRI attributes, while at night, participants are required to wear batik or sasirangan clothes.
2. Gymnastics / PBB / TUS. Gymnastics and PBB are carried out alternately every morning, Tuesday to Saturday, while TUS (Civil Ceremony) is carried out if the participant does not have an activity schedule; usually, the participants do it at night all activities are finished. TUS is a training activity for the implementation of the ceremony for Monday morning. Ceremony officers are carried out in turn by each generation.
3. Gotong royong is carried out by cleaning the BPSDM environment, tidying the grass, picking up garbage, and cleaning stagnant water that can cause mosquito nests. Gotong royong is held at least once during the first on campus.
4. *Outbound* as long as the CPNS Latsar is not much different from outbound activities in general. The outbound activities during the CPNS Latsar were filled with various games aimed at training team cooperation and cohesiveness. Outbound is implemented within the BPSDM environment, such as the BPSDM page.
5. Learning in the classroom is a teaching and learning activity in general. A lecturer will deliver the training material. The material presented is related to the civil servant profession's fundamental values, the attitude and discipline of civil servants, the position and role of civil servants in the Republic of Indonesia, and so on. Classroom learning is often filled with presentation activities for each group.
6. Kesamaptaan is also known as physical readiness or physical testing. The physical tests include running at least 1200 meters, sit-ups for 1 minute, shuttle runs for two rounds and push-ups for 1 minute.
7. The reading assignment carried out at night aims to fill the spare time of the CPNS Latsar participants, as Agung (26 years) stated (interview on March 10, 2020). The reading assignment activity is carried out every night in the second or third week after dinner until 08.45. As for what they read, they are modules for further learning.
8. Design evaluation, namely, participants conduct seminars to convey plans or designs that will be carried out during actualization activities at the participant's home institution.
9. Actualization is an activity off campus held for 30 calendar days at the participant's home institution. During the actualization, participants carried out all the designs presented in the seminar on the evaluation of the previous design. Actualization is non-classical learning in the participant's workplace by applying the civil servant profession's fundamental values, including accountability, nationalism, public

- ethics, quality commitment, and anti-corruption through the activities they have designed.
10. Guidance is the process of directing or providing advice and input from the coach to participants on writing the actualization report they have done.
  11. The actualization evaluation can be referred to as the final exam or seminar on the participants' results on the actualization activity report at the participant's workplace. This seminar took place behind closed doors and was attended by actualization teaching teams such as coaches, mentors, and examiners.
  12. The night of intimacy is one way to bond hospitality between the CPNS Latsar participants and the lecturers, and the CPNS Latsar organizing committee. Familiarity night is an activity outside the participant's schedule, meaning that it is their initiative. During the intimacy night, a series of events filled with remarks from the Head of BPSDM and other officials, then filled with awards or mementos, either to BPSDM or to fellow participants. The night of intimacy ended with an entertainment program, the aim of which was to unwind and celebrate the success of the participants who had attended the CPNS Latsar very well.

The various activities carried out during the CPNS Latsar include various provisions and rules that the CPNS Latsar participants must obey. Through the various regulations in the CPNS Latsar activities, CPNS Latsar participants can have a high disciplinary attitude. Discipline is a condition formed and created from a process and a series of behaviors that display the values of obedience, order, regularity, and loyalty (Kurniawan, 2017). Civil servants need a disciplined attitude in carrying out their duties as public servants. Civil servant discipline significantly affects community satisfaction with the services provided, so that discipline positively influences society and the civil servants concerned. Discipline is an activity that shows obedience and obedience to various rules and regulations; in this case, during the CPNS Latsar activity, various regulations must be obeyed by participants, which are made with the aim that participants have an excellent disciplinary attitude during the CPNS Latsar activities to carry out their duties as a public servant. The rules for the CPNS Latsar include attendance rules, rules during learning, rules related to clothing, as well as rules relating to the participant's dormitory, both in terms of room placement, conditions of stay and permission to leave the hostel, cleanliness, and terms of use electricity, water, and air conditioning facilities (Amirullah, 2015a; Amirullah, 2015b).

The discipline of CPNS Latsar participants can be seen from the participants' daily activities in participating in various committee activities. One of the disciplines for CPNS Latsar participants is discipline towards time, which means that each participant is always on time in doing everything (Mumpuni, 2018). As Sarah Mulyani (25 years) said as a CPNS Latsar participant (Interview on February 2, 2020), punctuality is essential; both participants and lecturers must be on time to participate in every activity. Every activity from morning to evening has been scheduled, so all CPNS Latsar participants must follow the activities

according to schedule. If there are late participants, then the activities concerned cannot be started to impact further activities. Watono (36 years), as a CPNS Latsar participant (Interview on March 10, 2020), also said that the rules for the CPNS Latsar were like general rules, such as participants who had to be present on time or had collected and were in the room 10 minutes before the activity started. Participants who arrive late will get sanctions, either in the form of a warning or other punishment; besides that, participants are also required to wear neat and complete clothes with KORPRI attributes and are not allowed to leave the BPSDM environment red dates, and so on.

Discipline attitude is reflected in each participant's punctuality in participating in each activity, but participants are also taught to be disciplined in the dining room. Among the habituation of discipline in the dining room, namely, before entering the room, the participants must first line up and queue for food in a line. After all the participants are seated, the class leader will prepare the participants and lead the prayer; then, the meal will start together. When eating, participants are not allowed to make any sound, be it the sound of a spoon or something else, so that a calm atmosphere is created while eating.

The existence of several provisions or rules during the activities of the ASN candidate's Latsar has changed the participants' discipline a lot, such as following the activity on time, dressing neatly. At the same time, eating does not make any sound, and so on. This does not only happen when Latsar is a candidate for ASN, but some things that have become a habit during Latsar continue until returning to the participants' institution of origin. The most visible change in the disciplinary attitude of the participants is discipline towards time. Before participating in the Latsar activity, the participants admitted that they were often corrupt against time, often arrived late for work, and so on. Watono (36 years) said this was an ASN candidate Latsar participant (Interview on March 10, 2020) that discipline when participating in ASN candidate Latsar influences their attitude patterns when returning to their respective agencies. This can be seen from their efforts to become good civil servants by not corrupting their time; for example, they enter class on time to teach. Apart from the problem of time, the discipline that continues until now is the habit of eating using a spoon and not making any sound. Some of these things indicated that the activities during the ASN candidate's Latsar positively influenced the participant's discipline as an ASN.

## **CONCLUSION**

The government is making efforts to change the negative image of ASN by conducting Latsar training for ASN candidates. ASN candidate Latsar is a non-formal education carried out by BPSDM South Kalimantan Province and followed by ASN candidates in their pre-

service. ASN candidate Latsar activities are carried out to improve the competence and discipline of ASN in carrying out their duties. Several activities or activities carried out during the ASN candidate's Latsar brought positive changes to the Latsar participants' character; even these changes became the participants' habits up to their respective workplaces. The visible change is the disciplinary attitude of ASN candidates which has increased after participating in Latsar activities for ASN candidates.

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