

Building Human Resources Characteristics in Public Services: A Phenomenological Study on Civil Servants

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ABSTRACT

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This study aims to understand, analyze and describe the focus of Building Characteristics of State Civil Apparatus Employees in carrying out their duties and functions as public service lecturers - state servants who are required to serve student learning, research and community service in university and government environments. The method used by the researcher in this study is a Qualitative method with a Phenomenological Study approach. The data collection technique is based on secondary data processes, namely books, scientific journals, laws and regulations and seminar results as well as empirical data, namely; through the process of observation and interviews. The research informants are Academic Staff, Students and Lecturers of State Civil Apparatus Employees at Esa Unggul University and Lecturers at government higher education institutions. The results of the study found by the researcher, that "Building the Character of State Civil Apparatus Employees or Civil Servants is not easy to quickly change the characteristics of nature, character, behavior and motivate to build public services. First. ASN/PNS employees have characteristics if they carry out and implement laws and regulations and standard operating procedures (SOP) of government organizations. Second. State Civil Apparatus Employees are committed to implementing the Pledge (oath) in implementing laws and regulations. Third. ASN employees have a responsibility to the development and progress of the nation, especially universities and to distribute the moral values of the nation and the unitary state of the Republic of Indonesia. Fourth. Building cooperation between government institutions and other universities - for the activities of the Tri Dharma of universities and Fifth. Collaborative in carrying out public services that are trustworthy, have integrity, are professional and independent. Changing the character of State Civil Apparatus employees requires a strong leader, who has the capacity, integrity, professionalism and expertise in organizing and running the wheels of government (universities) and is able to control the employees of the institutions they lead ".

1. INTRODUCTION

The urgency of this research is based on the importance of effective and quality public services as the main pillar of national development. The State Civil Apparatus (ASN) as the main implementer of public services plays a strategic role in ensuring responsive, professional, and accountable services. However, various studies show that the characteristics and quality of ASN still face challenges such as low adaptation to change, lack of motivation, and suboptimal implementation of regulations that have an impact on the quality of public services (Santoso & Dewi, 2019; Rahman & Bakri, 2019). Therefore, building the characteristics of ASN with integrity, competence, and innovation is an urgent need so that national development goals can be achieved optimally (Nawawi, 2020).

State Civil Apparatus (ASN) as part of human resources (HR) in government organizations and universities has a strategic role in realizing effective and efficient public services. From the perspective of Human Resource Management (HR Management), ASN is not only seen as a technical implementer, but also as an organizational asset that must be managed professionally in order to be able to provide optimal contributions to institutional goals. HR Management includes planning, developing, organizing, and controlling human resources, including performance management, training and development, and providing appropriate motivation and rewards. Therefore, the development of ASN characteristics in public services must be supported by good HR Management practices to improve

employee competence, commitment, and performance on an ongoing basis. This managerial approach will encourage ASN not only to comply with regulations, but also to innovate and be oriented towards quality service results. Human Resource Management (HR Management) in the context of state civil apparatus is a systematic approach that involves planning, organizing, developing, and controlling HR to achieve the goals of government organizations. Effective HR Management practices not only assist in administrative management, but also encourage the realization of excellent public service quality by increasing the capacity and motivation of ASN employees. Thus, HR Management becomes an important foundation for building employee character with integrity, professionalism, and adaptability to changes in the dynamic work environment. Furthermore, the science of Human Resource Management emphasizes the importance of balance between the needs of the organization and the needs of individual employees. In a bureaucratic environment, ASN needs to be given space to develop through training, career development, and adequate rewards to increase job satisfaction and loyalty. This approach is expected to reduce the level of work stress and resistance to change, so that public services can run effectively and efficiently. In addition, the implementation of a transparent and objective performance management system is key so that each employee understands their role and contribution in the organization and is motivated to achieve the targets that have been set.

State Civil Apparatus are citizens who have met the requirements and are appointed based on the results of the permanent civil servant recruitment exam held by the Ministry of State Apparatus Empowerment and Bureaucratic Reform who will work in central and regional government institutions. According to Rahman & Bakri, (2019). State Civil Apparatus (ASN) is part of the human resources tasked with carrying out various activities assigned by the government both at the lowest and highest levels, which are often referred to as state apparatus or government apparatus. As stated in Law Number 5 of 2014 of the Republic of Indonesia (2014) and Law Number 20 of 2023 concerning State Civil Apparatus in articles 10 and 11 that, the Functions and Duties of State Civil Apparatus are as follows: In its function consists of; 1. Implementation of Public Policy, 2. Public Service. 3. Glue and Uniter of the Nation. Meanwhile, the ASN duties are as follows: 1. Carrying out tasks ordered by the Civil Service Development Officer in public policy in accordance with regulations and laws. 2. Serving the community professionally and with quality. 3. Embracing all elements of society within the framework of the Unitary State of the Republic of Indonesia. President of the Republic of Indonesia, (2023). From the 3 (three) functions and duties of ASN described above, it can be understood together that, "State Civil Apparatus or Civil Servants are the implementers of authority over the rules that have been established by state institutions, based on the state constitution, namely, the 1945 Constitution of the Unitary State of the Republic of Indonesia and Public Services". Indonesia, (1945)

When the State Civil Apparatus Employees are inaugurated, then all activities of the PNS/ASN employees become the responsibility of the central and regional governments in carrying out and implementing their duties and functions - based on the regulations and laws of the Republic of Indonesia. The appointment of state civil apparatus employees consists of 5 stages consisting of planning, announcement, registration and appointment, in terms of planning is carried out based on the proposed need for manpower and vacancies of a particular unit or position that is forwarded in each region, then the announcement stage is carried out by Baperjakat after it is known that there is a SKPD that is in great need of employees and has been scheduled for several years previously. Next is the registration and selection stage for the appointment of State Civil Apparatus (ASN), then the stage of appointment of prospective ASN is carried out by carrying out examinations and being declared to meet the requirements as State Civil Apparatus. Herawati, (2021) However, there are times when civil servants in the process of carrying out and implementing their duties and functions, usually experience errors and mistakes in carrying out public services, thus giving rise to the perception in society that, "Bureaucratic services are so slow and usually take a long time, when serving the public, and seem to forget their function as public services". In fact, civil servants - state civil servants can serve the public faster, more accurately and complete to carry out the process of managing the interests of the people who really need services from the state civil apparatus - the bureaucracy. According to Santoso & Dewi, (2019) there are many maladministrations that are acts that violate the law and ethics in the implementation of public services, including "dishonesty, unethical behavior, disrespect for the law, favoritism, unfair treatment of employees, inefficiency and effectiveness and covering up mistakes". so that with the existence of the Law and. Especially with the existence of Regional Government

Regulation Number 22 of 1999. Region, (1999) which was later revised by Law of the Republic of Indonesia Number 32 of 2004. President of the Republic of Indonesia, (2004) concerning Regional Government - which emphasizes "The quality of public services, and improving community welfare and regional competitiveness". This is reinforced by Government Regulation Number 94 of 2021 concerning Civil Servant Discipline - in articles 3 to 5, that "Civil Servants who do not comply with the provisions of the rules - can be subject to light, moderate to severe sanctions". Personnel, (2021). Likewise for State Civil Apparatus who have duties and functions in the field of education in this case, as lecturers at state and private universities - who work in the academic space of the campus. Of course, every Civil Servant Lecturer - State Civil Apparatus has a responsibility for the development and progress of universities and distributes moral and ethical character values to all academic elements of the campus to advance the nation's civilization. For this reason, we conducted research in the University environment with the title "Building the Characteristics of State Civil Apparatus Employees in Public Services Phenomenological Study of ASN Employees at Esa Unggul University".

The gap in this research lies in the lack of in-depth studies that examine the development of ASN character in universities as public institutions as well as human resource developers (Dewi & Nihayati, 2024; Muniroh et al., 2022). Qualitative phenomenological research that explores how ASN builds character and commitment in facing bureaucratic dynamics in the academic environment is still very limited. Therefore, this study focuses on ASN at Esa Unggul University to provide a more comprehensive empirical and conceptual contribution to the character of ASN in public services at the university level. From the background of the problem above, the author needs to take a theoretical approach to this journal: As a conceptual scientific work that requires theoretical studies and analysis of the phenomenon of employee characteristics in public services, by using in-depth theories and research in this research.

2. LITERATURE REVIEW

Talking about the inseparable characteristics of humans as human capital and social beings who have instinctive traits, characters, behaviors, and motivations that they have had since childhood to adulthood (old age). Humans also have a perfect physique with the gift of reason, heart, heart and passion (spirit) to carry out the mandate of God Almighty in managing, organizing, supervising, According to Dewi & Nihayati, (2024) The characteristics of the State Civil Apparatus (ASN) are according to the Minister of Manpower Regulation Number 3 of 2023 concerning work culture and code of ethics (ASN) which states that the basic values of morality are the basis for a work culture that can support improving ASN performance. Meanwhile, Fajar G, M Rizan, (2023) stated that ASN characteristics have strong managerial, technical, and leadership abilities in managing resources to achieve the desired results. stated that ASN characteristics control and maintain the running of the wheels of world life in a balanced and sustainable manner as the caliph fil Ardh (Leader for the entire universe and other creatures). Leaders are also needed to work faster in responding to any problems that arise from organizational institutions. According to Muniroh et al., (2022) that, "Leadership as a science that continues to develop over time with contemporary theories built on a strong foundation so that it is able to find new ways that produce a leader who can have a positive influence on employees and organizations. while the opinion of Ludfi et al., (2024) that, "Individuals and organizations to adapt quickly to uncertain changes" ". As expressed by Rahmatullah, Dedi, (2022) that "The value of a person's or employee's creativity that he has in responding to every job assigned by the leadership to solve organizational and community problems as a form of human capital value". Likewise, humans in carrying out social interactions in their immediate environment, namely; family, relatives, neighbors and work environment - humans cannot be separated from the instinctive nature of needing each other to fulfill their life needs. By helping each other, helping each other and working together in the fields of economics, politics, security and defense as well as international relations to solve all the problems that are happening and will happen in the work of fellow social beings and the international world. According to the view of Rahmatullah, Dedi, (2022) that, apart from having intellectual capital, humans also have social capital, namely "Human ability to cooperate in groups or institutions", and also as "A series of human moral behaviors in order to obtain the fulfillment of common interests". Especially, if a State Civil Apparatus employee gets a responsible task in carrying out and implementing work from the leader (society) as a form of mandate that must be carried out (Read: Public service). Which cannot

be done alone (personally), but requires teamwork to complete all the work of the institution. Therefore, civil servants - state civil apparatus cannot leave or neglect public work that has been given by the people or assigned by the leader of the institution in carrying out the duties of job responsibilities. Because Civil Apparatus employees.

The state has attached to itself the applicable rules and regulations, and this is a form of character traits of a civil servant who carries out the duties of responsibility that have been entrusted by the people. Therefore, if one of the civil servants/civil servants makes a mistake in carrying out their duties, it can create a bad image in the eyes of the public. However, all of that can happen when an employee does not prioritize obedience in carrying out regulations and public services for work. Like this, it can clash with conditions that require going out of time to carry out work duties - causing the employee's work to not be completed according to the time determined by the institution and the fulfillment of people's expectations. As expressed by experts, "There are five factors that influence human characteristics and behavior, namely; Openness, caution, anger, extroversion and neuroticism". Another thing according to Rahmatullah's view is that, "Human characteristics or behavior are influenced by five factors, namely; Intellectual consumption, food consumption, environment, genetics and religion (Purity of the Heart). According to Abraham Maslow (1908-1970) and Robbins Judge (2006) in the theory of Human Motivation Needs quoted by Nurjanah, Siti, Vina Febiyanti, (2017) that, "The hierarchy of human needs is based on needs, namely; Food needs - biological, shelter needs - security, social needs - affection, respect needs - social status and self-actualization needs. While the opinion of Yanti et al., (2018) that, "The concept of self-actualization is a human tendency consistently towards fulfilling development". In contrast, the Public Service theory emphasizes the approach of functional tasks and moral responsibilities to provide services to the community - based on the orders of leaders and regulations that have been made available to be implemented by government employees. However, in reality there is often a failure in implementing policies and programs that have been set. This can all happen because there are two problems that often occur in institutions - Internal problems and External problems. First, from the internal side, employees often experience a dilemma in carrying out their duties and functions by going through the stages that must be done and or carried out by superiors (hierarchy), so that they are rather slow in completing work tasks as public servants. While the second, from the external side - there are so many requests for completion of affairs from the public to be completed, so employees need to carry out comprehensive and measurable work planning and make decisions quickly to meet the interests of the community. According to Ronald S Burt (2016), quoted by Rahmatullah, Dedi, (2022), that, "In an organization, there is a structure that connects one work network with another organization, in carrying out social interactions, both internal and external relations, there are often connections as innovative and creative human capital."

3. METHOD

The research was conducted at Esa Unggul University (UEU), located at Jalan Arjuna Utara No. 9, West Jakarta City, Special Capital Region of Jakarta. The research was conducted from October to December 2024. This research uses a Qualitative method with a Phenomenological Study approach. In this study, the researcher conducted a study of the characteristics of state civil servants in public services - especially state civil servants and civil servants in the Esa Unggul University environment, in order to provide an understanding of public services, through the process of observation, study and direct interviews with ASN employees, staff and students of Esa Unggul University regarding the phenomena that occur in state civil servants in building characteristics in public services.

Data collection techniques and procedures using qualitative research with a phenomenological study approach - researchers conducted direct field observations to interact with lecturers, academic staff and campus students. With the method of documenting and conducting interviews with informants. To be used as a single unit as secondary data recording material and empirical data, with a research framework.

4. RESULT AND DISCUSSION

In the context of ASN character building, HR Management science becomes an important foundation in managing and developing employee potential to be able to meet the increasingly complex

demands of public services. Effective HR Management includes a selective recruitment process based on competency, ongoing training for the development of technical and soft skills, and transparent and fair performance evaluation. HR Management must also pay attention to aspects of motivation, job satisfaction, and organizational culture that support collaboration and integrity. By implementing HR Management principles, institutions can create a conducive work environment for ASN to demonstrate professionalism, responsibility, and high commitment in public service. The development of HR Management in the ASN environment must be carried out by applying modern principles such as competency-based management and talent management.

This approach helps identify and develop the best potential of employees so that they can be placed in the right position according to their abilities and interests. Thus, increasing productivity and quality of public services can be realized sustainably. In addition, an effective HR management process also involves continuous feedback and a clear career development system so that ASN feel appreciated and have the opportunity to advance professionally. In addition to the competency development aspect, the aspect of work relationship management is also very important to pay attention to. Good HR management must be able to create effective and harmonious communication between leaders and employees and between fellow employees. This not only improves teamwork, but also minimizes internal conflicts that can hinder the implementation of tasks. An organizational culture that supports openness, appreciation for achievement, and constructive problem solving will improve a positive work climate and have a direct impact on improving public services. Therefore, the integration of HR Management science with ASN character building is a strategic step to strengthen the capacity of government institutions and universities in carrying out their functions. The results of this study explain and conclude that, Building the characteristics of State Civil Apparatus employees in public services - with a phenomenological study approach on ASN employees at Esa Unggul University, the following is a description of the results and discussion of this study.

In the context of ASN character building, HR Management science becomes an important foundation in managing and developing employee potential to be able to meet the increasingly complex demands of public services. Effective HR Management includes a selective recruitment process based on competency, ongoing training for the development of technical and soft skills, and transparent and fair performance evaluation. HR Management must also pay attention to aspects of motivation, job satisfaction, and organizational culture that support collaboration and integrity. By implementing HR Management principles, institutions can create a conducive work environment for ASN to demonstrate professionalism, responsibility, and high commitment in public service. The development of HR Management in the ASN environment must be carried out by applying modern principles such as competency-based management and talent management. This approach helps identify and develop the best potential of employees so that they can be placed in the right position according to their abilities and interests. Thus, increasing productivity and quality of public services can be realized sustainably. In addition, an effective HR management process also involves continuous feedback and a clear career development system so that ASN feel appreciated and have the opportunity to advance professionally. In addition to the competency development aspect, the aspect of work relationship management is also very important to pay attention to. Good HR management must be able to create effective and harmonious communication between leaders and employees and between fellow employees. This not only improves teamwork, but also minimizes internal conflicts that can hinder the implementation of tasks. An organizational culture that supports openness, appreciation for achievement, and constructive problem solving will improve a positive work climate and have a direct impact on improving public services. Therefore, the integration of HR Management science with ASN character building is a strategic step to strengthen the capacity of government institutions and universities in carrying out their functions.

1. Duties and Functions of Civil Servants/ASN in Public Services

From the research results, information was obtained that, "ASN Lecturers at Esa Unggul University were assigned from the Higher Education Service Institution region III, based on information from relatives". "During working at Esa Unggul University for 7 years, they have never faced obstacles or problems and have held structural academic positions". When facing problems with structural work assignments or teaching in class "By taking a good communication approach

and "developing self-potential/upgrade". In terms of campus development, strategic steps are needed by "doing more Innovation and the Tri Dharma of Higher Education". According to the views of external ASN employees, they stated that, "As lecturers, they are not assigned from the Higher Education Service Institution" and "Currently working at the BMKG Agency of the Republic of Indonesia. And has held a structural position in 2018 until the organizational simplification policy". "While working (teaching) there have never been any obstacles". When there are problems or obstacles in the structural - classroom "I enjoy my work, so I feel comfortable". The plan is made so that the campus continues to develop and advance even more "Collaborate with other institutions and update the curriculum and technology related to learning and human resource competencies". As for the target for achieving work or learning "Of course because I want the best in serving and being concerned with education". By having quality guideline standards in improving campus work "Yes". It is different with "Staff who have worked for 22 years may have obstacles or problems in their work". When employees experience obstacles to a job that is assigned - "Employees will discuss with their superiors to ensure that, "The task is in line with the abilities and roles given by the superior while still contributing to those needs". Civil Servants or State Civil Apparatus Employees are employees who are appointed or assigned by the state to carry out and implement institutional work activities - based on laws and regulations and policies of the leaders of government institutions as state administrators that have been given by each civil servant or state civil apparatus employee. In the laws and regulations of the Republic of Indonesia and government regulations have explained in detail and clearly about the duties and functions of civil servants and state civil apparatus employees that, "Civil servants or State Civil Apparatus Employees are the implementers of authority over every regulation that has been determined by state institutions". To be implemented and obeyed by every state administrator employee - as a manifestation of the state, so that civil servants or state civil apparatus employees need to internalize and understand the contents of the existing regulations or those attached to them. Because every job that employees (staff) want to do is based on the Standard Operating Procedure (SOP) guidelines that exist at the university. In carrying out work, there are quality guideline standards in improving campus work - "Trying to comply with SOPs and policies that have been agreed upon as work guidelines". As stated in Law No. 5 of 2014 and Law No. 20 of 2023 concerning State Civil Apparatus Employees. In articles 10 and 11 that, "The Functions and Duties of the State Civil Apparatus are as follows:; 1. Implementation of Public Policy. 2. Public Service. 3. Glue and Uniter of the Nation. While the ASN Tasks consist of: 1. Carrying out tasks ordered by the Civil Service Development Officer in public policy according to regulations and laws. 2. Serving the community professionally and with quality. 3. Embracing all elements of society within the framework of the Unitary State of the Republic of Indonesia.

Therefore, when civil servants and state civil servants as administrative implementers of government in carrying out and implementing civil service and government (state) institutional work activities, they must not be selective in serving the community or neglect their duties and functions as state administrators, in order to continue serving the community. Because, when employees are late or make mistakes in providing services to the community - it can cause management errors in carrying out work duties. Because, for example, there are obstacles regarding campus financial problems - but so that activities continue to run, then by carrying out "Coordination with the leadership to find a solution", and "Informing all elements of the obstacles faced and allocating activities only in the campus environment". Every action and behavior of ASN employees is a Pledge of the implementation of the legislation of the unitary state of the Republic of Indonesia. In order to adapt to dynamic and rapid global changes to the development and progress of government institutions. As expressed by David Osborne, Peter Plastrik, Gaebler in Nawawi, (2020), that, "Government institutions must be oriented towards results, benefits, and impacts that are useful for the welfare of society". By conducting professional, measurable and integrity management of government and university institutional performance in every civil servant. Which of course all of that can be realized - If Civil Servants, and TNI/Polri become the spearhead in the process of change, development and progress of the nation and the unitary state of the Republic of Indonesia.

Change can be realized when building the characteristics of state civil servants at the central and regional levels and building university personnel with integrity, professionalism and

independence as a form of the gateway to the center of a new civilization. Changes in government institutional organizations begin with the process of changing organizational culture through changes in leadership, organizational structure and changes to the cultural values of institutional employees. Which opens up space for the process of discourse and academic dialectics among universities, society and government agencies, so that what is the ideal of the Indonesian nation can be realized.

2. Building the Characteristics of ASN and Non ASN UEU Employees

Esa Unggul University College was founded in 1993, by the Kemala Bangsa Education Foundation and the best Private Colleges in Indonesia and is located in West Jakarta. Esa Unggul University is led by Rector Dr. Ir. Arief Kusuma AP, ST., MBA., IPU., ASEAN Eng. Whose Vision is "To make a world-class college based on intellectual, creativity and entrepreneurship, which excels in the management and results of the implementation of the Tri Dharma of Higher Education 2033". While the Mission is "To organize quality and relevant education and create a conducive academic atmosphere". With the Vision and Mission. Esa Unggul University continues to evaluate all sectors of the faculty, study programs, facilities and infrastructure and human resources - by improving the quality of education for lecturers and employees, because lecturers and employees are the most important pillars in the development and progress of Esa Unggul University College.

Because civil servants are human resources in government institutions and higher education institutions that function to develop, advance and preserve the moral values of government institutions and higher education institutions in building the characteristics of the nation and state. "By collaborating with other universities for every Tri Dharma activity, and participating in activities organized by higher education service institutions". "With compact and solid teamwork", and "coordinating and silaturahmi updates related to education". And establishing teamwork in developing and advancing campus institutions through "Coffee morning to review activities, planning, progress and evaluation, so that if obstacles are found, they can be resolved immediately". To improve the quality of campus human resources, "By participating in training-training to improve competence" and holding in-house training calling higher education service institutions, cooperation with other educational institutions to improve education and encourage scholarships". From these collaborative cooperation activities, it forms the characteristics of state civil servants in carrying out public services that are trustworthy, have integrity, are professional and independent. So, when facing problems in the environment of higher education institutions, government or nationality, they can be controlled by state administrators - ASN employees usually experience obstacles, however, it is not difficult to solve them through teamwork interactions - "Communicating well without offending fellow team members and considering it dynamics". Because, "As long as it does not interfere with the activity plan and can still be tolerated". To solve the problem, usually how long does it take, "not long" - "depending on the case, as short as possible". When the human resources bureau recruits employees, the university uses a human capital approach, "Yes", by measuring human capital capabilities, such as; from "Psychotest, education, skills, good interaction with lecturers, educators and students". And, students feel "happy to study, because the place and facilities are complete, adequate for students". Regarding the obstacles to campus facilities in their use, "so far there have been none", the classrooms are pleasant, clean, comfortable and complete". Starting lectures, whether the lecturer is on time to enter the classroom, "Not all lecturers are on time, when entering the classroom there are also lecturers who are not late during the lesson, while online there are sometimes delays, but that is normal". In the lecturer's teaching, it is quite interesting and enjoyable"

CONCLUSION AND RECOMMENDATION

From the results and discussion of the research above that has been conducted by the researcher, the researcher obtained the following conclusions and recommendations: First. Civil Servants have characteristics if they are obedient in implementing and implementing laws and regulations and standard operating procedures (SOP) of government organizations - universities of the Republic of Indonesia. Second. Civil Servants - Civil Servants are committed to implementing the Pledge (oath) in implementing laws and regulations. Third. Civil Servants have a responsibility to the development and

advancement of the nation and especially universities and to distribute the moral values of the nation and the unitary state of the Republic of Indonesia. Fourth. Building cooperation between government institutions and other universities - for every activity of the Tri Dharma of Higher Education, and Fifth. Collaborative in carrying out public services that are trustworthy, have integrity, are professional and independent. Changing the character of State Civil Apparatus employees requires a strong leader, who has the capacity, integrity, professionalism and expertise in organizing and running the wheels of government (universities) and is able to control the employees of the institutions they lead. The researcher provides the following recommendations: First. State Civil Apparatus employees in carrying out public service duties should work professionally, accurately and complete them on time. Second. In seeing the problems experienced by the community (lecturers) - responsive to resolve them more quickly and thoroughly. Third. Building the values of national characteristics in every University of the Republic of Indonesia Fourth. Creating a conducive culture in implementing public services, and Fifth. Realizing people with character - Integrity, trustworthiness, professionalism and independence.

In the context of ASN character building, HR Management science becomes an important foundation in managing and developing employee potential to be able to meet the increasingly complex demands of public services. Effective HR Management includes a selective recruitment process based on competency, ongoing training for the development of technical and soft skills, and transparent and fair performance evaluation. HR Management must also pay attention to aspects of motivation, job satisfaction, and organizational culture that support collaboration and integrity. By implementing HR Management principles, institutions can create a conducive work environment for ASN to demonstrate professionalism, responsibility, and high commitment in public service. The development of HR Management in the ASN environment must be carried out by applying modern principles such as competency-based management and talent management.

This approach helps identify and develop the best potential of employees so that they can be placed in the right position according to their abilities and interests. Thus, increasing productivity and quality of public services can be realized sustainably. In addition, an effective HR management process also involves continuous feedback and a clear career development system so that ASN feel appreciated and have the opportunity to advance professionally. In addition to the competency development aspect, the aspect of work relationship management is also very important to pay attention to. Good HR management must be able to create effective and harmonious communication between leaders and employees and between fellow employees. This not only improves teamwork, but also minimizes internal conflicts that can hinder the implementation of tasks. An organizational culture that supports openness, appreciation for achievement, and constructive problem solving will improve a positive work climate and have a direct impact on improving public services. Therefore, the integration of HR Management science with ASN character building is a strategic step to strengthen the capacity of government institutions and universities in carrying out their functions.

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