



Development of Resources and Integration of Spiritual Values: A Model for the Development of State Apparatuses in Situbondo District

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ABSTRAK

This article discusses the development of human resources and the integration of spiritual values in the context of developing state apparatus in Situbondo Regency. Human resource development is not only related to increasing technical competence but also involves aspects of values and spirituality. Spiritual values include integrity, ethics, morality, responsibility, values-based leadership, and concern for the welfare of society. The integration of spiritual values aims to create responsible, fair, and public service-oriented officials. The results of this study show that a model for developing state apparatus that integrates spiritual values is a strong foundation in increasing technical competence and forming good character. The Situbondo Regency Government took steps which included identifying and introducing spiritual values, training and developing ethics, fostering values-based leadership, integrating spiritual values into organizational policies and processes, and improving welfare and work balance. Through this approach, it is hoped that state apparatus in Situbondo Regency will be created who are not only competent in the technical field but also have a good attitude and respect moral values. The development of human resources with a spiritual approach will help create public services that are of high quality, transparent, and oriented to the interests of the community.

INTRODUCTION

Technological developments and rapid changes have made human resource development one of the key factors in improving the quality and effectiveness of an organization, including government officials (Salam, 2021). In the context of the state apparatus, the development of human resources is not only related to increasing competence and technical skills but also involves aspects of values and spirituality (Kadarisman et al., 2022).

Good and effective governance requires state officials who not only have technical expertise but also have integrity, ethics, and strong values. Human resource development in this context needs to pay attention to the dimension of spirituality as an important part of holistic human development (Samer Khasawneh, 2011).

Spiritual values include aspects such as integrity, ethics, morality, responsibility, values-based leadership, and concern for the welfare of society (Pourmola et al., 2019). The integration of spiritual values in the development of state apparatus human resources aims to create responsible, fair, and public service-oriented officials (Petchsawang & Duchon, 2009).

A model for developing state apparatus that integrates spiritual values will provide a strong foundation for developing competence and technical skills in state apparatus, while also forming good character and respecting moral values (Ahmed et al., 2016). In this model, training, and development of human resources not only focus on increasing knowledge and skills but also pays special attention to developing attitudes and values that are in accordance with moral and ethical demands in public service (Adawiyah & Pramuka, 2017).

The development of apparatus resources in improving work ethics, productivity, and providing good service to the public is an important emphasis made by the Situbondo government. So that later Situbondo Regency in its achievements in providing the best service was awarded the Government Agency Performance Accountability System (SAKIP) with Predicate A. The development of apparatus resources was carried out in several ways, 1) effectiveness of work experience, 2) Education and training, 3) Promotion of positions, 4) Movement of apparatus, 5) orientation of developing human resources for organizational progress (Darmi & Suwitri, 2017; Mustainah et al., 2020).

Human resource development is an increase in intellectual or emotional abilities needed to improve better performance, which is based on the fact that individuals need knowledge, skills, and abilities that are continuously developed (Bariqi, 2018). This can be realized through career development, education, and training (Ruhana, 2012). In this context, what was carried out by the Situbondo Regency Government through BKPSDM, namely: 1) leadership (Managerial) education and training, 2) Technical education and training in the form of areas of expertise that support job assignments, 3) Further studies at a higher level of education (Ningrum, 2016)

Instilling spiritual values is very urgent in developing apparatus resources that touch the soul, sensitivity and responsibility that is accompanied by responsibility to the creator. The spiritual values that are instilled in the apparatus are the cultivation of religious character by getting used to carrying out Khataman Al-Qur'an activities, reading Sholawat Burdah, Sholawat Thibil

Qulub, and Sholawat Nariyah routinely every Thursday Kliwon as stated in the letter of the Situbondo Regent Number: 451/0561 /431.004.4/2021 dated 20 August 2021. These religious activities are part of the culture of the Situbondo people which are often carried out to have an impact both individually and as a group.

This belief comes from the understanding that every individual who reads one prayer to the Prophet Muhammad will receive ten blessings from Allah SWT. This spiritual value is firmly held and becomes part of the culture which is then applied by the Regional Head. As a form of implementation of these values, the State Civil Apparatus is accustomed to reading sholawat nariyah, so as to create a work environment that is religious and has a positive impact on society.

The belief in wisdom and virtue in getting used to reciting the Qur'an includes: 1) interceding for the reader on the Day of Resurrection, 2) getting the title of the best human being, 3) getting the reward of being with angels in the afterlife, 4) getting double the reward, 5) raised in rank by God, 6) get Sakinah, mercy, surrounded by angels and praised by God in the presence of His creatures. It is hoped that this virtue will radiate in the work environment, the spirit and peace of mind of ASN in working and serving the community. Khairani, Deputy Regent of Situbondo said:

".....It is necessary to instill spiritual values in ASN by increasing the activities of khataman al-qur'an, reciting sholawat nariyah sholawat thibil qulub and incorporating religious values when I make working visits to Regional Apparatus Organizations by providing motivation in the form of increasing faith in "work intend to worship" then what we do will be recorded as worship or reward (Personal communication, March 13, 2021)."

This then becomes the basis for important spiritual values to be applied among the State Civil Apparatus so that there is an approach of spiritual values, how humans are close to their God so that in carrying out their duties they are full of responsibility, honesty, cooperate with each other so that they feel light in carrying out their duties (Rahmasari, 2012). 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) will improve performance if training is given about it (Nachiappan et al., 2014).

The religious activities carried out are a form of developing human resources through internal motivation given by a leader to his subordinates in strengthening spiritual intelligence. Spiritual intelligence is able to integrate two other abilities, namely IQ and EQ (Search for references), which encourage compassionate and wise behavior. Being smart is not only expressed by having a high IQ, but to have SQ intelligence (Search for references). Spiritual intelligence shows a series of abilities, capacities, and spiritual resources whose application in life leads to adaptation to one's life.

Since the application of religious values to apparatus in improving regional performance and achievements, there have been several achievements of the Situbondo Regency government which are considered by the majority of people because of the optimal performance of government officials and

religious motivation carried out by the Regent and Deputy Regent. Among its achievements are, 1) an Award from the RI Ministry of Villages, Development of Disadvantaged Regions and Transmigration (PDTT), 2) WTP opinion from 2016 to 2021, 3) an Award for Innovative Government Award (IGA) as a very innovative District in 2021 from the Ministry of Home Affairs, 4) Top Digital Implementation Level Stars 4 Award, Top Leader on Digital Implementation and Top CIO on Digital implementation at the Top Digital Awards 2021 event.

This achievement is inherent in the efforts to develop ASN carried out by the local government. ASN is one of the pillars in realizing Good Governance along with two other pillars, namely the business world (corporate governance) and civil society (civil society). Human resource development focuses on competency, job dynamism, motivation, and employee effectiveness in a systematic and planned manner. Employee development is a process related to organized learning activities designed to produce behavioral changes in human resources so that employees acquire the desired competency level for present and future roles. So human resource development activities will make the best contribution to all members of the organization and increase the best quality of the organization. Human resource development programs are designed to develop professional and competent leaders who can work effectively, such as program administrators, leadership training, instructors, facilitators, trainers, management development specialists, organizational change agents, program designers, or individual career development advisers, staff, performance management system, HR planning, and organizational design.

THEORITICAL REVIEW

The development of human resources (HRD) serves as a crucial foundation in this model. It involves training, education, and mentoring of personnel to acquire the necessary skills, knowledge, and competencies. Training can encompass technical and functional aspects of their roles, as well as interpersonal skills. However, in addition to this, the integration of spiritual values is also required in training to ensure that personnel possess a strong moral foundation.

Spiritual values such as integrity, responsibility, humility, and empathy should be emphasized in the development of state apparatuses. This can be achieved through specialized training, lectures, discussions, and activities that promote self-reflection and understanding of the significance within their work. The integration of these values will help cultivate personnel who are more ethical, honest, and compassionate toward the community they serve.

This model also encompasses the development of spiritually-based leadership. Leadership that focuses on integrity, higher vision, and service to the community can be integrated into the training and development of apparatus leaders. They should serve as tangible examples of applying spiritual values in their daily practices, inspiring their subordinates to follow suit.

RESEARCH METHODS

This study uses a qualitative approach. The type is a type of phenomenological research. Phenomenological research is research to describe

the general meaning of a number of individuals for various life experiences related to concepts or phenomena (Ivankova et al., 2006).

There are two kinds of approaches in the study of phenomenology, namely the empirical-transcendental and hermeneutic approaches. Transcendental empirical phenomenology focuses more on describing the experiences of participants, while hermeneutic phenomenology focuses on both describing and interpreting life experiences or texts (Sugiono, 2016). Efforts to explore the experience of the subject in more depth are very important in the hermeneutic phenomenological approach to get a deeper meaning. Meaning in phenomenological studies is an important content that arises from the subject's awareness. In this study, researchers examined more deeply the meaning behind the social actions carried out in the development of State Civil Apparatus resources from the perspective of spiritual intelligence in the Situbondo Regency Government.

The researcher chose the type of hermeneutic phenomenology in conducting this research. Therefore this study seeks to reveal the experience of the State Civil Apparatus in developing resources in the Situbondo District Government related to how to adjust, defend themselves, and be influenced by spiritual values in developing the resources of the state civil apparatus to improve organizational performance. In accordance with the epoche principle in phenomenological research, the researcher does not provide an assessment or conclusion regarding the phenomena that exist in the participants to maintain objectivity and authenticity of what is behind the phenomenon.

This research focuses on the development of ASN in the Situbondo Regency Government through the approach of local wisdom and spiritual values in enhancing the capabilities of hard skills, soft skills, values, self-concept, traits, and motives. The research location is in the Situbondo district government environment which was studied from 2020 to 2022. Data was collected through primary and secondary, semi-structured, and in-depth interviews. Data were analyzed using the Miles and Huberman (Miles & Huberman, 1994) approach, data reduction, data presentation, and data verification.

RESULT AND DISCUSSION

Development of ASN Managerial Competency

Managerial competence development is important for ASN employees. An ASN employee with good managerial competence will be able to manage duties and responsibilities more effectively and efficiently. Managerial competence consists of various aspects, including the ability to manage time, lead, motivate, make decisions, and manage conflict. Managerial competence development can be done in various ways, including through training, mentoring, and coaching.

Based on Law Number 5 of 2014 concerning State Civil Apparatus article 69 paragraph (1) it has been explained that career development for state civil servants is carried out based on qualifications, competence, performance appraisal, and needs of government agencies. The competencies referred to in paragraph (1) include technical, managerial, and socio-cultural competencies. Managerial competence according to the Regulation of the Head of the State

Personnel Agency Number 7 of 2013 also has absolute, important, and necessary competency categories.

The development of personnel resources in the field of managerial competence is intended for state civil servants who occupy echelon I, II, III, and IV structural positions in the form of Level I, Level II, Level III, and Level IV leadership education and training. As conveyed by the head of the apparatus competency development sector: Every employee who holds a structural position must attend leadership education and training at levels I, II, III, and IV according to the echelon of each MBA position, because that is very important in supporting his position and work. (Interview with Mrs. Raras, 30/08/2022)

As for the implementation of education and training implementation of the development of personnel resources in the field of managerial competence as shown in the table below

Table 1. Data on the Implementation of Managerial Competency ASN Development Regional Government of Situbondo Regency 2016 - 2020

No	Activities	Year	Number of ASN Following
1	Diklatpim	2016	35
2	Diklatpim	2017	29
3	Diklatpim	2018	30
4	Diklatpim	2019	30
5	Diklatpim	2020	32
Total			156

Source: Situbondo Regency BKPSDM Apparatus Competency Development Sector, 2021

Based on the data above, the development of apparatus resources in the field of managerial competence in the form of Diklatpim which has been held by the Situbondo Regency BKPSDM which has participated in a total of 156 people out of a total of 568 state civil servants echelon II, echelon III, echelon IV in Situbondo Regency. Based on these data, it is necessary to make maximum efforts by the Situbondo Regency Government to increase apparatus resources in developing managerial competence for the echelon leaders of each regional apparatus.

Development of ASN Technical Competency Field

Regulation of the Head of the State Civil Service Agency Number 8 of 2013 regarding the Guidelines for the Formulation of Civil Servant Technical Competency Standards Civilians explains that technical competence is the ability of every work PNS which includes aspects of knowledge, skills, and working attitudes absolutely necessary in carrying out its main tasks, namely, work knowledge, work skills, and work attitude.

Education and Training (Training) is the process of organizing teaching and learning in order to improve the capabilities of Civil Servants. According to (Ofei-Manu & Didham, 2014), training is a planned process to modify attitude, knowledge, and skill behavior through learning experience to achieve effective performance in an activity or range of activities. Training is a planned process of changing attitudes/behaviors, knowledge and skills through learning experiences to achieve effective performance in an activity or a number of activities. Mustainah et al., (2020) training is intended to improve employee skills both horizontally and vertically. Horizontally means broadening the skills of a known type of work, while vertically deepening one particular field.

Employee education and training contributes to increasing productivity, effectiveness and efficiency of the organization (Rasaili, 2022). Education and training for employees must be provided regularly so that each employee maintains competence to improve organizational performance. Because of this, training programs must receive attention through planning training needs for employees of each employee. States that training usually focuses on efforts to improve employee performance by providing learning specific skills or helping them correct weaknesses in their performance. In training, instructions are given to develop skills that can be directly used on the job. Through training, every effort is made in order to improve employee performance in the job they are currently occupying. Training is directed at increasing the competency of employees in carrying out their current duties better.

The Situbondo Regency Government conducts training to increase capacity in carrying out tasks. As conveyed by the head of the technical and socio-cultural competency development sub-sector:

".....Employees are expected to take part in training conducted by BKPSDM or their respective agencies in the hope that the abilities possessed by officers can increase to support their work so that they can be even more professional at work." (Interview with Mr. Ganda Eka, 03/09/2022)

Technical competency training in order to improve the self-competence of apparatus in supporting the mandated work, it is very important that these activities are planned, budgeted and implemented. As the technical competency development data that has been carried out by BKPSDM are as follows:

Table 2. ASN Technical Competency Development Data Regional Government of Situbondo Regency 2016 - 2020

No	Activities	Year	Number of ASN Following
1	Diklat Teknis	2016	592
2	Diklat Teknis	2017	420
3	Diklat Teknis	2018	547
4	Diklat Teknis	2019	379
5	Diklat Teknis	2020	24
Total			1.962

Source: Situbondo Regency BKPSDM Apparatus Competency Development Sector, 2021

Based on the data above, the development of technical competence for apparatus resources in the form of 1) training in the management of goods and services for goods administrators, 2) training in managing the potential of PAD, 3) excellent service and others that have been held by BKPSDM Situbondo Regency which has participated in a total of 1,962 people from a total of 6,459 apparatus state civil servants in Situbondo Regency. Based on these data, it is necessary to make maximum efforts by the Situbondo Regency Government, especially BKPSDM as the agency that functions as the development of apparatus resources in collaboration with other regional apparatuses so that they can improve and provide maximum training to all state civil servants in the Situbondo Regency Government so that they can realize Good Governance by providing excellent service to the community in a professional manner.

Development of ASN in the Field of Social-Cultural Competence

Socio-cultural competence is knowledge, skills, and attitudes or behaviors that can be observed, measured, and developed in relation to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles. , which must be fulfilled by each position holder to obtain work results in accordance with the role, function, and position. Socio-cultural competence becomes a mandatory competency for all state civil servants (Ismail, 2019).

Socio-cultural competence that must be possessed is as the glue of the nation. Ability to promote tolerance, openness, and sensitivity to individual/group differences; able to become an extension of the government in uniting the community and building socio-psychological relationships with the community in the midst of Indonesia's pluralism so as to create a strong attachment between ASN and stakeholders as well as among the stakeholders themselves; maintaining, developing, and realizing a sense of unity and oneness in the life of the Indonesian society, nation, and state.

State civil servants with socio-cultural abilities aim to have first the ability to be sensitive to understanding as follows: 1) Able to understand, accept, be sensitive to accepting individual differences/groups of a plural society, 2) Be open, want to learn about differences/plural societies, 3) Able work with individuals from different backgrounds.

The two active capabilities are as follows: 1) showing caring attitudes and behaviors that will develop the values of diversity and respecting the attitude of mutual differences; appreciate, 2) building good relationships between individuals in emphasizing the organization, and stakeholder work partners; equality and 3) being calm, able to control emotions, unity. anger and frustration in dealing with conflicts caused by differences in background, religion/belief, ethnicity, gender, socioeconomic, and political preferences within the work unit environment

The three abilities to promote are as follows: 1) promote an attitude of respect for differences in developing between people which promotes tolerance and an attitude of tolerance and openness; unity. 2) Carry out social mapping in the community so that it can provide a response that is in accordance with the prevailing culture. Identify potential misunderstandings caused by existing cultural diversity; 3) become a mediator to resolve conflicts or reduce the negative impact of conflicts or potential conflicts.

Fourthly Utilizing the following: 1) initiating and representing governmental differences in the work environment and society to be constructive and creative always maintain unity and oneness to increase in diversity and accept all forms of organizational effectiveness. differences in social life; 2) being able to utilize differences in background, religion/belief, ethnicity, gender, socio-economic, and political preferences to achieve the smooth achievement of organizational goals; 3) being able to create programs that accommodate differences in background, religion/belief, ethnicity, gender, socio-economic, political preferences

The five representatives of the government are as follows: 1) become representatives of the government who are able to build psychological social

relations with the social relations of society so as to create psychological attachment. A strong relationship between ASN and stakeholders as well as among stakeholders' interests itself. 2) Able to communicate the impact of the risk identified and recommended corrective actions based on consideration of differences in background, religion/belief, ethnicity, gender, socio-economic, and political preferences to build long-term relationships; 3) Be able to make policies that accommodate differences in background, religion/belief, ethnicity, gender, socio-economic, political preferences that have a positive impact nationally.

Development of Apparatus Resources in the Perspective of Spiritual Values in the Situbondo Regency Government

The development of Apparatus Resources Based on spiritual values is an effort to improve the quality of resources and the quality of the performance of government officials in carrying out quality tasks and services to the community. The development of government apparatus based on spiritual values has been carried out in the last few years. This effort is carried out through several programs and activities, such as human resource training and development, providing motivation and disciplinary coaching, as well as applying modern management principles based on spiritual values.

Some of the programs include training and human resource development and strengthening the character of spiritual values. The intensity of motivation and discipline development are also continuously carried out in forming enthusiasm and responsibility. These principles include integrity, transparency, accountability, fairness, togetherness, and sincerity. Meanwhile, development based on spiritual values also helps create a conducive and harmonious environment. Government officials who have good spiritual values can encourage the community to participate more actively in regional development, so as to create synergy between the government and the community. The development of spiritual-based ASN carried out by the Situbondo Regency Government is as shown in the table below.

Table 3. Activities for the Development of State Civil Apparatus Resources in Situbondo Regency

No	Activity	Time of Implementation	Participant
1	Khataman Al-qur'an	Each month	All Regional Agencies
2	Pengajian Rutin	Each month	Each agency
3	Sholat berjamaah	Each month	for heads of local government agencies
4	ASN bersedakah	Each month	all state apparatus

Sumber : Bidang Kesejahteraan Masyarakat Sekretariat Daerah Kabupaten Situbondo, 2021

The urgency of these activities in the bureaucracy namely; 1) Increasing integrity and honesty. 2) Improving performance because of moral awareness, 3) Improving the quality of public services because they have ethics and akhlakul karimah, 4) Fostering a good work culture, and 5) Creating a better and harmonious society. In addition to the above programmed activities through the regent's letter No. 451/0561/431.004.4/2021 recommends carrying out and making it a habit to read sholawat burdah, sholawat tibbil Qulub, every

Thursday kliwon with the aim of rejecting logs and disturbing the performance of the bureaucracy and the Situbondo community in general. Khoirani (Deputy Regent of Situbondo) conveyed that every official activity must begin with spiritual values in the form of religious activities such as reading prayers and khatmil Qur'an (personal communication, 10 September 2022).

The development of this model runs effectively and is supported by government agencies. Ali Munir, Secretary of the Office of Manpower said that religious activities starting official activities are highly supported by the majority of ASN, because these activities improve human relations with their God, so that work orientation does not only expect material things but dedication and reward. A sincere and calm attitude will form within ASN. So that responsibility and good service have the potential to continue to be carried out (personal communication, 16 September 2022). Likewise, what was conveyed by Krisna Arie, functional planner expert, that spiritual activities have become a routine and provide strong motivation and inspiration for ASN because of the radiance of calm and inner peace at work (personal communication, 12 April 2023).

In addition to routine official and monthly programs, the government also emphasizes congregational prayers within government circles. Each service office has a prayer room that is sufficiently representative so that congregational prayers can be carried out smoothly and properly. The urgency of congregational prayers on ASN discipline and solidarity. All official activities are temporarily suspended when it is time for the midday prayer, after the congregational prayer ASN can take advantage of the time to rest until they return to work at 13.00.

Another program is ASN Bersadakah. In the Qur'an it is explained "Whoever lends Allah a good loan, Allah multiplies it in exchange for him a lot. Allah withholds and expands your sustenance and to Him you will be returned" QS. Al-Baqarah: 245. According to Khoirani, ASN Give charity as a form of teaching all ASN to help each other so that the problems that exist in Situbondo Regency regarding poverty are slightly resolved. Funds are distributed for poverty alleviation programs, and there are also livable housing programs, scholarships and pocket money for the poor (personal communication, 01 April 2023).

Charity has a caring nature and likes to help others. Someone who always does alms will have a happier life both in this world and in the hereafter. Because charity is a behavior that has a virtue that aims to provide good things for oneself. The Word of God in the Qur'an, that "... whatever you spend, Allah will replace it and He is the best provider of sustenance" (QS. Saba': 39).

Apparatus Resource Development Model in the Perspective of Spiritual Values in the Situbondo Regency Government

Based on Government Regulation Number 10 of 2018 Concerning Public Service Competency Development which enables human resource development agencies, educational and training institutions to select and design professional development programs that are relevant, innovative and involve in a variety of ways. Respecting the obligation to develop competence and the right to develop

competence are two important factors in improving individual and organizational performance.

The development of apparatus resources in the Government of Situbondo Regency with the application of religious ritual traditions/spiritual values to realize good governance, it is necessary to increase apparatus resources through the development of planned apparatus resources in accordance with the needs required by agencies in order to provide excellent and professional services. This development as a model is based on the understanding that spiritual values can help improve the performance and quality of public services produced by government officials.

The spiritual value approach in the development of apparatus resources aims to strengthen positive values in the organization and eliminate negative behavior that can undermine the morality and ethics of government officials. The spiritual values referred to in this model include sincerity, honesty, trust, compassion, and a sense of responsibility.

In applying spiritual values in the development of apparatus resources, it is necessary to pay attention to aspects of diversity and inclusivity. This is because the spiritual values applied in government organizations must be acceptable to all government officials, regardless of differences in religion, ethnicity, or cultural background.

The Apparatus Resource Development Model in the perspective of spiritual values can help the Situbondo Regency Government to improve the performance and quality of public services produced by government officials. By applying spiritual values, it is expected to create government officials who have good morality and ethics, who are able to provide quality public services and serve the community with compassion and a sense of responsibility. ASN development model in the perspective of spiritual values in Situbondo district as shown in the image below:

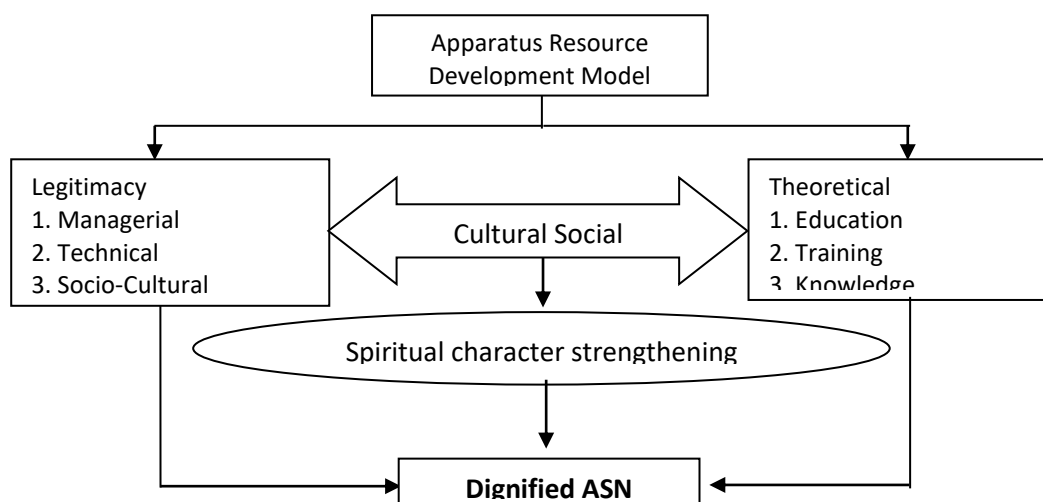


Figure 1. Recommendations for Apparatus Resource Development Models

Source: data processed by researchers, 2023

Strengthening spiritual character through religious activities can increase the moral and ethical values needed in carrying out duties as government officials. This can assist apparatus in dealing with complex situations and

demands integrity, such as in terms of preventing corruption and handling conflicts.

Therefore, it is important for government organizations or agencies to continue to evaluate and develop apparatus resources so that apparatus can remain relevant to the demands of the times and the tasks they face. By developing holistic and sustainable apparatus resources, government organizations or agencies can improve the performance and effectiveness of the apparatus in providing quality public services and meeting community needs.

CONCLUSION

The development of apparatus resources needs to be carried out through three competencies, namely managerial, technical and socio-cultural competencies. The development of these three competencies will produce professional apparatus resources in carrying out their duties and responsibilities as servants of the state. However, ASN professionalism also needs to be equipped with strong character so that they have high responsibility, empathy and morals in carrying out their duties of service to the public. Characters that are formed through religious spiritual values will form ASN personalities who have humanist and divine responsibilities. Working for society is not only a positional responsibility and materialistic interests, but also the human person and God's creatures who have beneficial duties for others. Therefore, the model for the development of apparatus resources through the cultivation of spiritual character can be one of the important pillars. By including the cultivation of spiritual character in the development strategy, civil servants can be honest, intelligent, responsible and trustworthy in carrying out their duties. These characteristics encourage professionalism, and better contribution to society and the country.

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