

The values of Pancasila and the 1945 constitution in the actualization products of the basic training program for civil servant candidates at the ministry of religious affairs: realizing impactful BerAKHLAK civil servants

Septri Rahayu , Riana Antika Amahoroe , Rahmadani 

Balai Diklat Keagamaan Ambon, Indonesia

 <https://doi.org/10.70872/12waiheru.v12i1.1>

Article Info

Article history:

Received March 30, 2026

Revised June 6, 2026

Accepted June 7, 2026

Keywords:

Pancasila Values

1945 Constitution

Civil Servant Candidates

Basic Training Program

Public Service

ABSTRACT

This study examines the implementation of Pancasila values and the 1945 Constitution of the Republic of Indonesia within the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs through state-defense action plans and participants' actualization projects. Employing a qualitative case study approach, the research involved 68 Grade III civil servant candidates in Maluku and North Maluku Provinces. Data were collected through document analysis of actualization reports, interviews, observations, and supporting training documents.

The findings reveal that the implementation of Pancasila and constitutional values was manifested through five forms of state-defense action plans: strengthening operational discipline, promoting national insight and religious moderation, fostering administrative integrity, implementing pro-social service initiatives, and developing collaborative initiatives. The innovation products generated by participants were categorized into five groups: digital learning media, digital systems and applications, standard operating procedure (SOP) guidebooks and booklets, administrative service models, and community-based programs. The analysis indicates that Pancasila and constitutional values function not merely as normative principles but also as practical references that guide the development of innovations aimed at improving service quality, strengthening organizational governance, and addressing workplace challenges. The impacts of these innovations were reflected in enhanced institutional efficiency, improved accessibility and quality of public services, and increased public awareness of national values and religious moderation.

This study demonstrates that LATSAR CPNS serves as an effective mechanism for translating national and constitutional values into contextual innovation practices, thereby contributing to the development of professional, integrity-driven, and service-oriented civil servants.

Corresponding Author:

Septri Rahayu

Balai Diklat Keagamaan Ambon

Laksdya Leo Wattimena Street, Nania 97232, Ambon, Indonesia

✉: septrirahayu@gmail.com



This is an open access article under [CC-BY-NC-SA](https://creativecommons.org/licenses/by-nc-sa/4.0/)

INTRODUCTION

Basic Training for Civil Servant Candidates (LATSAR CPNS) is not merely an administrative requirement that must be completed by State Civil Apparatus (ASN) personnel. For civil servant candidates, LATSAR serves as the initial stage in developing character, competencies, and work

ethics. Through LATSAR, CPNS participants are prepared to become professional, ethical, adaptive, and nationally oriented ASN personnel. The program serves as a mechanism for internalizing the core values of the ASN, Pancasila, and national insight, thereby laying a foundation for readiness to respond to change and for the development of nationally standardized ASN competencies. LATSAR is designed not only to introduce the bureaucratic system but also to facilitate the transition from ordinary citizens to professional public servants. Its significance lies in promoting a paradigm shift, fostering new awareness, and cultivating a mindset oriented toward fast, transparent, technology-based, and ethically grounded public service delivery.

In the implementation of Basic Training for Civil Servant Candidates (LATSAR CPNS), participants must be guided to ensure that the core values of the ASN BerAKHLAK framework are understood conceptually and internalized in workplace attitudes and behaviors. The Service-Oriented value emphasizes the commitment of civil servants to delivering excellent public services by understanding community needs, maintaining a friendly, responsive, and solution-oriented attitude, and continuously improving service quality. The Accountable value directs civil servants to perform their duties honestly, accurately, diligently, responsibly, and with integrity, while avoiding the misuse of authority (Handoko, 2021). The Competent value encourages civil servants to continuously develop their capabilities, support others' learning, and carry out their responsibilities to the highest standards of quality (Jalis, 2021). Furthermore, the Harmonious value is reflected in empathy, respect for diversity, and the ability to foster a conducive work environment (Sembodo, 2021). The Loyal value is demonstrated through a steadfast commitment to the ideology of Pancasila, the 1945 Constitution, loyalty to the Unitary State of the Republic of Indonesia and its legitimate government, and a commitment to safeguarding the reputation of both the institution and the nation (Rahmanendra, 2021). The Adaptive value requires civil servants to respond effectively to change, promote innovation, and act proactively (Suwarno, 2021). Meanwhile, the Collaborative value highlights the importance of openness in cooperation, engagement with diverse stakeholders, and the shared utilization of resources to achieve organizational objectives (Sejati, 2021). Therefore, BerAKHLAK serves as the foundational framework for the professional conduct of civil servants in carrying out governmental duties and delivering public services (Badan Kepegawaian Negara, 2022).

Although from a normative perspective, the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) has been designed as an instrument for developing civil servants (ASN) with strong character and a public service orientation, implementing the BerAKHLAK core values in workplace practice continues to face various challenges. The primary challenge lies in the suboptimal internalization of these values into civil servants' daily work behaviors. This condition is closely associated with the influence of organizational culture, leadership style, and bureaucratic work systems that tend to be administrative and procedural. Dewi (2023) found that the BerAKHLAK core values do not always exert a uniform effect on civil servants' work attitudes. The Service-Oriented and Collaborative values were shown to have a positive and significant influence on the work attitudes of LATSAR CPNS participants. In contrast, the Accountable and Adaptive values exhibited negative effects. These findings suggest a gap between the value-based understanding acquired during training and organizational realities that do not yet fully support the implementation of these values. Regarding the Accountable value, the tendency toward a negative effect is presumed to be associated with civil servants' limited understanding of effective accountability practices and the persistence of accountability-related issues within the bureaucracy. Meanwhile, regarding the Adaptive value, LATSAR CPNS participants generally understand the importance of adapting to change, fostering innovation, and acting proactively. However, the application of adaptive behavior is often constrained by organizational culture, work mechanisms, and workplace environments that do not yet fully provide the conditions necessary for the development of adaptive attitudes (Dewi, 2023).

These conditions are consistent with the findings of the BerAKHLAK Index Survey conducted by the Ministry of Administrative and Bureaucratic Reform, which reported that the average implementation index of ASN BerAKHLAK in 2022 reached 60.9%, placing it within the "Moderately Healthy" category. Furthermore, the Adaptive value emerged as a critical concern, as it remained in the low category across most government institutions, with scores below 50, making it the only indicator classified as red in the survey (Kemenpan RB, 2023). A similar phenomenon is evident at the local government level as well. An evaluation of BerAKHLAK implementation in Padang City

revealed that the Adaptive score had not yet reached the healthy category, showed only limited improvement, and reflected a persistent gap between the expected and actual organizational cultures. Comparable conditions were observed in Bandung City, where the BerAKHLAK index increased from 61% to 68.2% in 2024 but remained within the “Moderately Healthy” category ([Diskominfo](#)). These findings collectively indicate that although BerAKHLAK values have been conceptually understood, they have not yet been fully internalized as a consistent, reflective, and sustainable work culture. Therefore, the delivery of Accountability and Adaptability values in LATSAR CPNS should be more contextually tailored. Such reinforcement should not only aim to enhance participants’ understanding but also to bridge the gap between the values learned during training and the actual organizational conditions in which civil servants perform their duties.

In line with this perspective, the reinforcement of the BerAKHLAK core values cannot be separated from the philosophical values of Pancasila and the 1945 Constitution. Pancasila must serve as the spirit, foundation, and primary source of philosophical values in national life, while the 1945 Constitution provides the legal framework that establishes constitutional direction and boundaries for state governance. Therefore, equipping civil servants (ASN) with both a comprehensive understanding and a profound internalization of Pancasila and the 1945 Constitution is essential for fostering national ideology while shaping an ASN identity characterized by strong moral values, integrity, and a commitment to public service. Basic Training (LATSAR) is positioned as the foundation for ASN competency development by integrating technical skills with professional attitudes, thereby preparing graduates to deliver high-quality, accountable public services in accordance with the competency demands of modern bureaucracy and to strengthen a professional bureaucratic work culture (Komara, 2019).

The philosophy of LATSAR CPNS emphasizes mental transformation and the internalization of the core values of the State Civil Apparatus (ASN), including integrity, loyalty, and public ethics, as well as the development of leadership character and disciplinary attitudes that serve as prerequisites for ASN personnel in fulfilling their roles as implementers of public policy, public service providers, and agents of national cohesion and unity ([Herwanto & Hutasoit, 2023](#); [Rizaldy & Sugiyanto, 2022](#)). In practical terms, LATSAR CPNS is designed to develop professional, ethical, and character-driven ASN personnel through three complementary learning agendas. Agenda I focuses on strengthening attitudes and behaviors related to national defense, encompassing the cultivation of nationalism, patriotism, national and civic awareness, discipline, responsibility, and commitment to Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia (NKRI), and *Bhinneka Tunggal Ika* (Unity in Diversity). Agenda II is directed toward the internalization of the ASN core values embodied in BerAKHLAK as the behavioral foundation for carrying out official duties, namely Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Meanwhile, Agenda III emphasizes strengthening participants’ understanding of the position and role of ASN within the NKRI, particularly as implementers of public policy, providers of public services, and agents of national cohesion and unity. Collectively, these three agendas constitute an integrated learning process that not only equips participants with a technical understanding of bureaucratic functions but also fosters integrity, national insight, and a service-oriented commitment to society.

Actualization in Basic Training (Latsar) is understood as a practical implementation phase in which participants transform the values, competencies, and knowledge acquired during training into concrete actions that address organizational challenges and public service needs in the workplace ([Matippanna, 2020](#)). In practice, actualization learning involves the design and implementation of small-scale projects or organizational case studies that require participants to identify strategic issues, analyze root causes, formulate innovative and sustainable solutions, and align these solutions with the core values of the State Civil Apparatus (ASN) ([Matippanna, 2020](#)). Common forms of actualization include resolving organizational case studies, developing measurable public service projects, and enhancing leadership skills through workplace mentoring and evaluation. Consequently, this process serves as a direct means of assessing the integrity, loyalty, and professionalism of Civil Servant Candidates (CPNS) in real-world work settings ([Matippanna, 2020](#); [Yamin, 2021](#)). Evaluation of actualization outcomes assesses not only project outputs but also behavioral consistency and the internalization of values within the workplace as indicators of Latsar’s effectiveness in producing service-oriented and accountable public officials ([Herwanto & Hutasoit, 2023](#); [Yamin, 2021](#)).

In this context, innovative products developed through the actualization process serve as a strategic bridge between philosophical values and everyday bureaucratic practices. The innovation products generated by LATSAR participants can be seen as tangible evidence of value internalization, as innovation requires an understanding of real-world problems, analytical capabilities, the initiative to act, and cross-functional collaboration. Therefore, innovation serves not only as a training outcome but also as an indicator of the extent to which the values of Pancasila, the 1945 Constitution, and BerAKHLAK have been translated into actual practices by civil servants.

The internalization of philosophical values serves as a fundamental basis for developing a bureaucracy with strong character, one that not only performs administrative functions but also acts as the frontline institution upholding ethics, morality, and national interests (Handayani et al., 2024; Sari et al., 2025; Soesatyo, 2024). Civil Servants (ASN) function not only as state apparatuses but also as the face of the bureaucracy, representatives of the government within society, and agents of national cohesion and unity. As such, they bear the responsibility of safeguarding national integration while simultaneously influencing the quality of public services and the state's image. Within the Basic Training Program (LATSAR), this internalization process is systematically implemented to ensure that every ASN embodies Pancasila values in their daily attitudes, behaviors, and actions. The first principle, Belief in the One and Only God, guides ASN in performing their duties with integrity, upholding religious values as moral guidance, and avoiding unethical practices (Ratnasari et al., 2025). The second principle, Just and Civilized Humanity, emphasizes the importance of delivering equitable public services, respecting the rights of all citizens, and upholding human dignity. The third principle, the Unity of Indonesia, directs ASN to serve as a unifying force, prioritize national interests over personal or group interests, and maintain harmony amid diversity. The fourth principle, Democracy Guided by the Inner Wisdom of Deliberation Among Representatives, encourages ASN to uphold democratic principles prudently, remain open to criticism, and ensure transparency in decision-making processes. Finally, the fifth principle, Social Justice for All Indonesian People, reminds ASN to ensure that public services are inclusive, equitable, and oriented toward the welfare of all segments of society (Hariyati & Suhardiman, 2024; Setijowati & Agustina, 2024; Utami, 2025).

These noble values derive their legitimacy and legal authority from the 1945 Constitution of the Republic of Indonesia. The provisions of the 1945 Constitution affirm that ultimate sovereignty resides with the people; therefore, civil servants (ASN) are fundamentally public servants who must work in synergy with the government to protect the nation, promote public welfare, advance national education, and contribute to the maintenance of world peace, as stipulated in the Preamble to the 1945 Constitution. Through the integration of Pancasila and the constitutional values embodied in the 1945 Constitution, the BerAKHLAK principles (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) have been established. These principles are not merely organizational slogans but guiding values that encourage civil servants to perform their duties with full awareness and commitment, rather than merely fulfilling administrative obligations. Pancasila provides moral direction and ethical foundations, while the 1945 Constitution ensures that every action undertaken by civil servants remains within a legitimate legal framework and is firmly grounded in the nation's interests.

In the context of modern bureaucracy, the internalization of these values requires civil servants (ASN) to translate them into concrete, solution-oriented, contextual, and impactful actions. Therefore, innovation serves as a strategic instrument through which ASN can actualize the values of Pancasila, the 1945 Constitution, and the BerAKHLAK core values within public service delivery and governmental governance practices. ASN innovation should not be understood as unrestricted creativity without direction; rather, it is a systematic effort to design value-based solutions that are oriented toward public needs and aligned with the state's legal and policy frameworks. In this context, innovation is frequently associated with service digitalization, as advances in information technology constitute a primary driver of changes in the structure and mechanisms of public service delivery. Conceptually, ASN innovation occupies a strategic position within bureaucratic reform, facilitating a shift from traditional bureaucratic work paradigms toward more responsive, data-driven service models. A case study of the transformation of population administration services through the adoption of online platforms demonstrates how technological change reshapes interactions between public officials and citizens while accelerating administrative processes to better meet public needs (Wahyuni & Septiandika, 2022). Furthermore, studies on regional bureaucratic reform models emphasize that innovation extends beyond the adoption of technology to encompass managerial

and institutional paradigm shifts that enable ASN to function as agents of change within extensive local government systems (Deni et al., 2022). Observations of best practices in local-level public service innovation indicate that when innovation becomes an integral component of an organization's mission, it is more likely to be sustained and to contribute to improvements in public service quality (Pratama, 2023). Accordingly, ASN innovation functions not only as a technical instrument for enhancing operational efficiency but also as a catalyst for organizational cultural change, fostering the development of public services that are more transparent, accountable, and responsive to societal needs.

The development of innovation among civil servants (ASN) depends on internal factors, such as human resource competencies, leadership, and organizational culture, as well as external factors, including policy support, technological infrastructure, and collaboration among stakeholders. Effective strategies integrate enhancing individual ASN capacities with redesigning service processes and providing institutional support for replication and scaling. Several empirical studies have confirmed that limited bureaucratic competencies constitute a major barrier to innovation; therefore, strengthening the technical and managerial capabilities of civil servants is a strategic priority. Programs aimed at fostering innovation-oriented values and improving competencies through training and collective learning have been shown to play a critical role in building local bureaucrats' innovative capacity (Priyadi et al., 2022). From a policy and organizational perspective, bureaucratic reform models emphasize empowering civil servants to implement digital transformation and data-driven decision-making as central strategies. This approach requires the provision of information technology infrastructure, incentive mechanisms, and safe spaces for experimentation (trialability), enabling innovations to be tested and refined before being adopted on a broader scale (Deni et al., 2022). Operationally, the recommended strategies include sustained investment in human resource development, well-defined digital governance frameworks, reward mechanisms for innovative civil servants, and cross-service collaboration platforms to address public problems in an integrated manner.

Thus, although numerous studies have examined the internalization of civil servant values, bureaucratic innovation, and public service reform independently, relatively few have systematically linked the internalization of the philosophical values of Pancasila and the 1945 Constitution of the Republic of Indonesia to the innovation outputs of LATSAR participants as empirical evidence of value actualization, while simultaneously assessing their impact on institutional performance and public service quality. This research gap is particularly evident in the context of the Basic Training Program (LATSAR) for Civil Servant Candidates (CPNS) within the Ministry of Religious Affairs in Eastern Indonesia, a region characterized by distinctive social, geographical, and cultural conditions. Therefore, this study seeks to address this gap through an empirical case study of the implementation of the CPNS LATSAR program at the Ambon Religious Education and Training Center. The novelty of this study lies not only in the selection of its research setting and object of analysis but also in its analytical approach, which positions the innovation outputs of LATSAR participants as empirical indicators of the internalization of philosophical values. This approach extends beyond perception- or attitude-based measurements by evaluating the extent to which the values of Pancasila, the 1945 Constitution, and BerAKHLAK are translated into tangible, functional, and impactful workplace solutions. Accordingly, innovation is conceptualized as an indicator of civil servant character performance rather than merely as an administrative output of training programs.

As an integral component of the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs, all civil servant candidates are required to develop a state defense action plan comprising concrete initiatives that implement national values in their daily official duties. The action plan encompasses five core values: love for the homeland, national and civic awareness, loyalty to Pancasila and the 1945 Constitution of the Republic of Indonesia, willingness to sacrifice for the nation's interests, and fundamental capabilities in national defense. Examples of actions include maintaining environmental cleanliness, supporting the use of local products, and consistently practicing Pancasila values in everyday life. The innovative products developed by participants in the Ministry of Religious Affairs' Basic Training Program are a tangible manifestation of these action plans and reflect the dedication of civil servants to serving the nation and the state.

Based on the foregoing background, this article addresses three main areas of inquiry. First, it examines how the philosophical values of Pancasila and the 1945 Constitution of the Republic of

Indonesia (UUD 1945) are internalized and implemented in the Basic Training Program (LATSAR) for Civil Servant Candidates (CPNS) within the Ministry of Religious Affairs. Second, it explores how these values are translated into State Defense (Bela Negara) action plans through the actualization projects or innovative works developed by participants. Third, it investigates the extent to which these innovative products contribute to institutional performance, public service delivery, and society.

In line with these areas of inquiry, this article aims to examine the process of internalizing the values of Pancasila and UUD 1945 in the implementation of the CPNS LATSAR program within the Ministry of Religious Affairs, to analyze their application through State Defense action plans embodied in participants' actualization projects, and to evaluate the contributions of these innovations to work units, public services, society, the nation, and the state. Accordingly, this article is expected to provide a theoretical contribution to the development of scholarship on the internalization and implementation of national values in civil servant education and training, particularly within the Religious Education and Training Center (Balai Diklat Keagamaan) Ambon.

Furthermore, this article emphasizes that Pancasila and UUD 1945 should not merely be regarded as normative foundations but can also be translated into tangible outcomes through the innovative products developed by CPNS LATSAR participants. From a practical perspective, these innovations demonstrate the concrete role of civil servants in strengthening accountability, enhancing transparency, optimizing bureaucratic professionalism, and addressing various workplace challenges. Ultimately, civil servant innovations are expected to improve organizational effectiveness, the quality of public services, and broader societal welfare, in accordance with the mandates of Pancasila and UUD 1945.

METHOD

This study employed a qualitative case study design to gain an in-depth understanding of how the values of Pancasila and the 1945 Constitution were internalized within the Basic Training Program (Latsar) for Civil Servant Candidates (CPNS) of the Ministry of Religious Affairs and manifested in participants' innovation products. A case study design was selected because the research focuses on a contemporary phenomenon in a real-life context: the process of actualizing national values in the implementation of the CPNS Basic Training Program. Through this approach, the researcher comprehensively explored the relationships among ideological values, learning processes, and innovation outcomes generated by participants within the specific context of the Ministry of Religious Affairs in the Provinces of Maluku and North Maluku.

A total of 68 participants were included in this study, evenly distributed between Cohort I (34 participants) and Cohort II (34 participants). All participants were prospective civil servants (CPNS) of the Ministry of Religious Affairs who had completed the Classical Basic Training Program (Latsar) at the Ambon Religious Education and Training Center. The participants were drawn from various work units within the Ministry of Religious Affairs, including the Regional Offices of the Ministry of Religious Affairs of Maluku and North Maluku Provinces, the District/City Offices of the Ministry of Religious Affairs in Maluku and North Maluku, the State Islamic Institute (IAIN) Ambon, the State Christian Institute (IAKN) Ambon, the State Islamic Institute (IAIN) Ternate, and the Ambon Religious Education and Training Center.

Research data were collected through complementary documentation, interviews, and observation techniques. First, through documentation, the researchers collected and analyzed actualization reports prepared by Basic Training for Civil Servant Candidates (Latsar CPNS) participants as the primary data source, as these reports contained the design, implementation, and outcomes of actualization activities that directly reflected the internalization of core values within the real working context of the State Civil Apparatus (ASN). Second, interviews were conducted with selected participants to explore their personal experiences, perceptions, and reflections on the learning process and the innovations developed during the training. Third, official documents, including Latsar modules, actualization guidelines, and legislation related to the ASN, were examined. Fourth, observations were conducted throughout the training process, both during the development and presentation of innovation products, enabling the researchers to directly capture interaction dynamics, attitudinal patterns, and participant behavior. By integrating these four data sources, the study was expected to generate rich, valid data that reflect the integration of the philosophical values of Pancasila and the 1945 Constitution of the Republic of Indonesia in strengthening ASN character through the innovative products developed in the Ministry of Religious Affairs' Latsar CPNS program.

Data analysis in this study was conducted inductively using the framework proposed by [Matthew B. Miles et al. \(2014\)](#), which comprises three stages: (1) data reduction through the processes of filtering, focusing, and categorizing all interview transcripts, observations, and documents; (2) data display in the form of charts, matrices, and thematic narratives illustrating the integration of Pancasila values and the 1945 Constitution of the Republic of Indonesia (UUD 1945) into the design and implementation of the Latsar program; and (3) conclusion drawing and verification, whereby the researcher interpreted the observed phenomena and subsequently re-examined the findings through source and method triangulation to ensure their accuracy.

RESULTS AND DISCUSSION

Based on the research findings obtained through data triangulation, as described in the Methods section, the data sources in this study comprised the Actualization Reports on the Core Values of the Civil Service Profession prepared by participants of the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs, supporting documents such as training modules and technical guidelines, interviews with participants and instructors, and field observations conducted throughout the actualization process. These observations were conducted both at participants' respective work units and during online and face-to-face learning activities.

The findings are organized into five main subsections. The first subsection examines the internalization of the philosophical values of Pancasila and the 1945 Constitution of the Republic of Indonesia (UUD 1945) within the LATSAR CPNS program of the Ministry of Religious Affairs. This subsection describes the process through which the values of Pancasila and UUD 1945 are instilled in participants through learning activities, habituation, reflection, assignments, mentoring, and actualization experiences. In the context of this study, value internalization is understood as a process in which participants not only acquire conceptual knowledge of these values but also internalize, embrace, and adopt them as the foundation for shaping their attitudes, decision-making, and professional conduct as State Civil Apparatus (ASN). Accordingly, the first objective of this study is not merely to explain the implementation of the values of Pancasila and UUD 1945, but also to emphasize that these values must first be internalized before they can be translated into concrete actions.

Second, the State Defense action plan is presented in the Basic Values Actualization Report of the Civil Servant Profession. This section discusses how participants translate national values into concrete commitments and actions during the actualization period. The State Defense action plan is understood as an integral component of the actualization report that reflects participants' awareness of patriotism, loyalty to Pancasila and the 1945 Constitution of the Republic of Indonesia, responsibility in carrying out their duties, and concern for the interests of society, the nation, and the state.

Third, innovative products developed through the Basic Training Program for Civil Servant Candidates (CPNS) of the Ministry of Religious Affairs. This subsection describes various actualization products developed by participants in response to issues identified within their respective work units. These innovative products provide tangible evidence of participants' ability to identify organizational problems, formulate solutions, and actualize the core values of the civil servant profession through programs, services, media, systems, and work procedures aligned with organizational needs ([Utomo et al., 2017](#)).

Fourth, the impact of innovative products on institutional needs, public services, and society. This section analyzes the contribution of participants' actualization products to enhancing institutional work effectiveness, improving the quality of public services, addressing workplace challenges, and generating benefits perceived by service recipients within the community. Fifth, an analysis of the relationship among ideological values, the internalization process, and innovation outcomes. This subsection highlights the linkage between the values of Pancasila and the 1945 Constitution, internalized through the LATSAR CPNS process; the values embodied in the State Defense action plans and participants' actualization activities; and the innovation outcomes achieved. Through this structure, the findings not only present innovative products as administrative outputs of the training program but also demonstrate that participants' innovations are rooted in the internalization of the values of Pancasila, the 1945 Constitution, State Defense, and the core values of the civil service profession. This line of discussion also addresses the first objective of the study, namely, to explain that the philosophical values of Pancasila and the 1945 Constitution are first

internalized by LATSAR CPNS participants before being implemented through actualization products that generate tangible impacts on institutions, public services, and society.

National Defense Action Plan

Based on an analysis of the Actualization Reports on the Core Values of the Civil Servant Profession prepared by participants of the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs, the State Defense action plans developed by the participants demonstrated a clear alignment between national values, the BerAKHLAK core values of the State Civil Apparatus (ASN), and the actual needs of their respective work units. These action plans served not only as an administrative requirement of the training program but also as a means of actualizing values through problem-solving, strengthening governance, improving public services, and developing innovations tailored to each agency's institutional context (Utomo et al., 2017). Based on the 65 participant actualization reports, the State Defense action plans can be classified into five main categories, as presented in Table 1.

Table 1. Categories of State Defense Action Plans for Participants in the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs.

Number	Categories of State Defense Action Plans	Number of reports	Actualization Forms	Meaning of analysis
1	Strengthening discipline, administrative governance, and organizational accountability	23	Preparation of Standard Operating Procedures (SOPs), attendance records, service schedules, digital archives, state-owned asset management, budget guidelines, and reporting workflows.	National Defense is manifested through work discipline, transparency, accountability, and orderly bureaucratic governance. This category is associated with the values of Accountability, Competence, and Service Orientation, as well as the role of civil servants as implementers of public policy.
2	Strengthening national insight, religious moderation, local culture, and socio-ecological awareness	6	Dissemination of religious moderation, instructional modules, preservation of local culture, ecological education, environmental cleanliness, and social services.	National Defense is manifested through the strengthening of nationalism, tolerance, social harmony, environmental stewardship, and respect for diversity. This category is associated with the values of Loyalty, Harmony, Adaptability, and Collaboration, as well as the role of Civil Servants (ASN) as the social glue and unifying force of the nation.
3	Administrative Integrity and the Digitalization of Public Services	12	Service Information Systems, Chatbots, social media, Service Publications, Halal Certification Guidelines, Marriage Information, and the Digitalization of Extension Services.	Digitalization serves as a means to expand access, accelerate service delivery, enhance transparency, and strengthen bureaucratic responsiveness. This category is associated with the core values of Service Orientation, Adaptability, Accountability, and Collaboration, as well as

12 WAIHERU

Volume 12, Issue 1, June 2026

Number	Categories of State Defense Action Plans	Number of reports	Actualization Forms	Meaning of analysis
				the role of civil servants as public service providers.
4	Pro-social Service and Learning/Literacy Innovation	21	Learning media, e-modules, posters, Kahoot, Canva, Quizlet, teaching modules, and the enhancement of students' literacy.	National defense in the education sector is realized through the enhancement of educational quality and the advancement of national intellectual development. This category is associated with the values of Competence, Adaptability, Service Orientation, and Collaboration, as well as the role of civil servants as public service providers in the field of education.
5	Collaborative Initiatives and Institutional Capacity Strengthening	3	Cross-unit collaboration, institutional capacity strengthening, and the development of networks with madrasahs, higher education institutions, district/municipal Offices of the Ministry of Religious Affairs, community organizations, and local communities.	Addressing organizational challenges requires cross-stakeholder synergy. This category is associated with the values of Collaboration, Harmony, Loyalty, and Competence, as well as the roles of Civil Servants (ASN) as policy implementers, public service providers, and agents of national cohesion.
Number of reports		65		

Based on Table 1, the State Defense Action Plan within the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs can be understood as a process of transforming values into workplace practices. Each category indicates that participants not only understand national values at a normative level but also translate them into actualization products that address real needs within their respective work units. Strengthening discipline and governance reflects the internalization of accountability values; learning innovation demonstrates participants' contributions to advancing national education; the digitalization of public services reflects civil servants' responsiveness to societal needs in the technological era; the reinforcement of moderation, local culture, and ecological awareness highlights the role of civil servants as agents of social cohesion; while collaborative initiatives underscore the importance of synergy in addressing organizational challenges.

Therefore, the State Defense Action Plan should not be understood merely as a symbolic activity or a training formality. It possesses a normative dimension because it is grounded in the values of Pancasila, the 1945 Constitution of the Republic of Indonesia, the BerAKHLAK core values, patriotism, responsibility, and commitment to the public interest. At the same time, it also has an instrumental dimension, as it manifests in actualization products that improve institutional governance, enhance the quality of public services, expand access to information, strengthen learning processes, and generate benefits for society. Accordingly, the State Defense Action Plan within the Ministry of Religious Affairs' CPNS program may be regarded as evidence that national values, the core values of the civil service profession, and the role of civil servants in public service have been internalized, implemented, and tested through actual workplace practice.

Implementation of the Philosophical Values of Pancasila and the 1945 Constitution

Based on the thematic analysis of the Actualization Reports on the Core Professional Values of Civil Servants prepared by participants of the Basic Training Program (LATSAR) for Civil Servant Candidates (CPNS) of the Ministry of Religious Affairs, Cohorts I and II, 2025, in the Provinces of Maluku and North Maluku, the findings indicate that the philosophical values of Pancasila and the 1945 Constitution have been internalized in participants' workplace practices. This process of internalization is reflected not only in the incorporation of national values within the actualization reports but also in the manner in which participants identified organizational problems, formulated alternative solutions, implemented actualization activities, and linked the resulting innovation products to the BerAKHLAK core values, public service orientation, and the constitutional responsibilities of the State Civil Apparatus (ASN).

In this context, the implementation of the values of Pancasila and the 1945 Constitution cannot be separated from the learning structure embedded within the LATSAR CPNS program. Agenda II plays a central role in instilling the core ASN values embodied in BerAKHLAK, namely Service-Oriented, Accountable, Competent, Harmonious, Loyal, and Adaptive, as well as reinforcing the roles of ASN as implementers of public policy, providers of public services, and agents of national cohesion and unity. Accordingly, participants' actualization products can be understood as a convergence point between the ideological values of Pancasila, the constitutional mandates of the 1945 Constitution, the core professional values of ASN, and the practical needs of the organization.

To clarify the interrelationship among the philosophical values of Pancasila, the mandates of the 1945 Constitution, the BerAKHLAK core values of ASN, and the position and roles of ASN within the LATSAR CPNS framework, the results of the thematic analysis of participants' actualization products are presented in Table 2.

Table 2. The Alignment of Pancasila Values, the 1945 Constitution of the Republic of Indonesia, Agenda II BerAKHLAK, and Agenda III within the Actualization Projects of LATSAR CPNS Participants

Pancasila Values	Forms of Implementation and Examples of Actualization	The Relationship with the 1945 Constitution, Agenda II, and Agenda III	Meaning of analysis
Ketuhanan yang Maha Esa	Strengthening religious ethics, moral character development, religious content dissemination, and the provision of courteous, patient, and responsible services. Examples include Educational Hadith Posters, Digital Dharma, and the Digitalization of Christian Religious Counseling.	Aligned with the guarantee of freedom of religion. It is associated with the values of Loyalty, Harmony, and Service Orientation. It reinforces the role of civil servants (ASN) as public servants and as a unifying force that fosters national cohesion and integration.	Divinity values serve as the ethical foundation of civil servants' professionalism, guiding the delivery of public services that are honest, courteous, inclusive, and respectful of diversity.
Kemanusiaan yang Adil dan Beradab	Service delivery is conducted in a friendly, fair, and non-discriminatory manner, along with expanding access to service information. Examples include a Halal certification guide, a marriage	Aligned with the protection of citizens' rights and equitable public service delivery. This is associated with the values of service orientation, accountability, harmony, and	Service delivery has shifted from a purely procedural approach to a more humane, communicative one oriented toward the needs of the community.

12 WAIHERU

Volume 12, Issue 1, June 2026

Pancasila Values	Forms of Implementation and Examples of Actualization	The Relationship with the 1945 Constitution, Agenda II, and Agenda III	Meaning of analysis
	<p>registration procedure flow banner, and a webpage entitled "Halal Safe from Ambon City for the Nation."</p>	<p>collaboration. Strengthening the role of civil servants (Aparatur Sipil Negara, ASN) as public service providers.</p>	
<p>Persatuan Indonesia</p>	<p>Strengthening religious moderation, preserving local culture, developing nationalism-based instructional materials, and promoting social harmony. Examples include a Religious Moderation-Based Mathematics Module, a Local Culture-Based Social Studies Module, and the Digitalization of Hapolas Traditional Archives.</p>	<p>Aligned with efforts to preserve national unity, diversity, and cultural heritage. This is associated with the values of Loyalty, Harmony, Adaptability, and Collaboration, and reinforces the role of Civil Servants (ASN) as a cohesive force and unifying agent of the nation.</p>	<p>Unity is fostered through moderation education, the preservation of local culture, and the strengthening of social cohesion within workplaces and the broader community.</p>
<p>Kerakyatan yang dipimpin oleh hikmat kebijaksanaan dalam Permusyawaratan/Perwakilan</p>	<p>Consultation, coordination, stakeholder engagement, SOP development, and service delivery mechanisms. Examples include the Internal Audit Unit SOP, publication of the Final Study SOP, and the Budget Preparation Guidelines.</p>	<p>Aligned with orderly, participatory, and accountable governance. This is associated with the values of Accountability, Collaboration, Competence, and Harmony, while strengthening the role of the Civil Service Apparatus (ASN) as an implementer of public policy.</p>	<p>The value of deliberation is translated into a participatory, transparent, measurable, and procedure-based system of organizational governance.</p>
<p>Keadilan Sosial bagi Seluruh Rakyat Indonesia</p>	<p>Innovations aimed at expanding access to services, accelerating information dissemination, and reducing administrative barriers. Examples include Sasapa-BDK, the Dialogflow chatbot, and Halal Certification Services</p>	<p>Aligned with the objective of advancing public welfare and ensuring equitable public service delivery. This is associated with the core values of Service Orientation, Adaptability, Accountability, and Competence. It</p>	<p>Social justice is realized through equitable access to services, transparency in information, and innovations that address society's needs.</p>

12 WAIHERU

Volume 12, Issue 1, June 2026

Pancasila Values	Forms of Implementation and Examples of Actualization	The Relationship with the 1945 Constitution, Agenda II, and Agenda III	Meaning of analysis
	delivered through Facebook.	reinforces the role of civil servants as public service providers within the framework of smart governance.	

Based on the description presented in Table 2, the implementation of Pancasila values in participants' actualization products demonstrates a process of value transformation from the ideological domain into concrete bureaucratic practice. The first principle is reflected in the strengthening of religious ethics and service morality; the second guides service practices toward greater humanity, equity, and freedom from discrimination; and the third manifests in the reinforcement of social harmony, religious moderation, and the preservation of local culture. Furthermore, the fourth principle is realized through participatory, accountable, and deliberative governance, while the fifth emphasizes equitable access to public services and social justice for society (Utomo et al., 2017).

The relationship between the 1945 Constitution and participants' actualization products is evident in the orientation of activities toward strengthening public services, education, community welfare, protecting diversity, and improving governance (Mirdin, 2021). These actualization products indicate that the 1945 Constitution is not merely the legal foundation of the state but also a source of constitutional mandates requiring civil servants to perform their duties professionally, fairly, transparently, and responsibly. This is reflected in various participant innovations, including the development of administrative services, digitalization of information, enhancement of learning processes, formulation of standard operating procedures, and provision of more accessible public services.

From the perspective of Agenda II, participants' actualization products demonstrate the strengthening of the core values of the BerAKHLAK framework for civil servants. The Service-Oriented value is reflected in participants' efforts to understand and fulfill community needs. Accountability is demonstrated through the preparation of standard operating procedures, document management, and enhanced service transparency. Competence is evident in participants' ability to design and develop innovative products that meet organizational needs. Harmony is realized through the promotion of tolerance, religious moderation, and respect for diversity. Loyalty is reflected in participants' commitment to Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia (NKRI), and the public interest. Adaptability is demonstrated through the utilization of technology and the development of digital media, while Collaboration is reflected in the involvement of mentors, colleagues, stakeholders, and communities throughout the actualization process.

Meanwhile, from the perspective of Agenda III, participants' actualization products reinforce the position and role of civil servants as implementers of public policy, providers of public services, and agents of national cohesion and unity. In their role as public policy implementers, participants translate regulations and organizational needs into standard operating procedures, operational guidelines, information systems, and more structured service mechanisms. As public service providers, participants develop services that are more accessible, efficient, informative, and responsive to users' needs. As agents of national cohesion and unity, participants contribute by promoting religious moderation, preserving local culture, strengthening social harmony, and respecting diversity.

Thus, the implementation of the philosophical values of Pancasila and the 1945 Constitution within the Basic Training Program for Civil Servant Candidates (LATSAR CPNS) of the Ministry of Religious Affairs can be conceptualized as a model for transforming ideological and constitutional values into civil service work practices. Within this model, Pancasila serves as the moral and ideological foundation, the 1945 Constitution as the constitutional basis, Agenda II BerAKHLAK as a guideline for professional civil servant behavior, and Agenda III as direction on the functions of civil

servants in governance and public service delivery. Participants' actualization products constitute the point of convergence between values, regulations, and the practical needs of organizations.

These findings indicate that participants' Actualization Reports on the Core Values of the Civil Service Profession do not consist solely of lists of innovative products but rather reflect a gradual process of value internalization. The first stage involves participants' understanding of the values of Pancasila, the 1945 Constitution, BerAKHLAK, and the role of civil servants through the LATSAR CPNS learning process. The second stage involves translating these values into actualization plans derived from real problems encountered within their respective work units (Utomo et al., 2017). The third stage involves testing these values in workplace practice through innovative products that impact organizational governance, public service delivery, education, social harmony, and the expansion of public access to services. Therefore, the LATSAR CPNS program of the Ministry of Religious Affairs can be understood as a mechanism for developing civil servants who not only understand values at a normative level but are also capable of actualizing them through concrete, professional, and socially beneficial work practices.

Innovation Products Developed Through the Basic Training Program for Civil Servant Candidates of the Ministry of Religious Affairs

The innovation products developed by participants in the Basic Training Program (Latsar) of the Ministry of Religious Affairs are documented in their final reports as the culminating outputs of their actualization projects. All innovation products can be accessed through the following link: <https://bit.ly/LaporanLatsarKemenag2025>. The innovation products produced by participants in the Basic Training Program for Civil Servant Candidates (CPNS) of the Ministry of Religious Affairs were categorized into five major groups: (a) digital-based learning media; (b) digital systems and applications; (c) guideline books/SOP booklets; (d) administrative service models; and (e) community programs. Figure 1 presents several examples of innovation products developed by participants of the Group III Basic Training Program for Civil Servant Candidates of the Ministry of Religious Affairs, Cohorts I and II, in 2025.

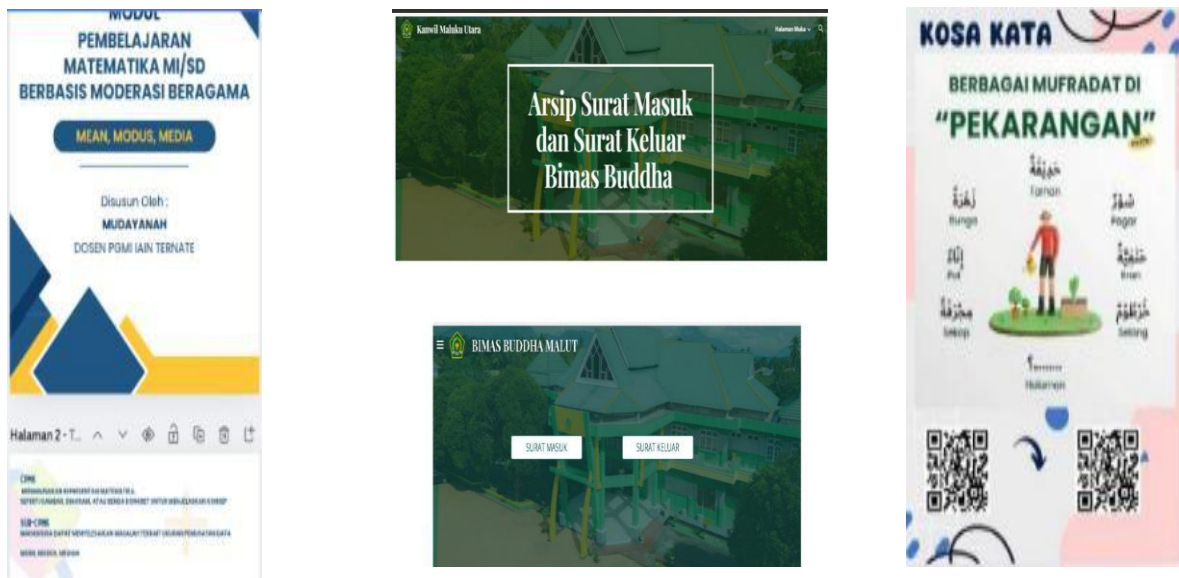


Figure 1. Innovation Product Developed by Civil Servant Candidate Basic Training Participants

Impact of Innovation Products on Institutional Needs, Public Services, and Society

Based on the innovative products developed by participants of the Ministry of Religious Affairs' Civil Servant Basic Training Program (Latsar CPNS), the resulting impacts can be observed across three dimensions: institutions, public services, and society. The impact on institutions includes accelerating service delivery and work processes in line with the duties and functions of each participant's position within their respective institutions. In addition, these innovations improve bureaucratic efficiency by enabling faster processes, generating cost savings, and enhancing

operational effectiveness. They also support improving administrative document management systems within individual work units. With respect to public services, the innovations provide broader access for citizens to both educational and religious services. Furthermore, the services delivered become more accurate, timely, professional, transparent, and effective. Finally, the impact on society includes fostering greater public awareness of national values, the core values of BerAKHLAK, tolerance, religious moderation, and equitable access to public services.

Analysis of the Relationship Between Ideological Values and Innovation Outcomes

The relationship between ideological values and the innovative products they generate can be observed in the strong, close alignment between the philosophical values of Pancasila and the 1945 Constitution of the Republic of Indonesia. These fundamental values serve not only as a moral foundation for civil servant candidates (CPNS) within the Ministry of Religious Affairs but also as guiding principles for developing participants' innovative ideas and initiatives in carrying out their duties and functions in accordance with their respective positions. Accordingly, the actualization process in the Basic Training Program for CPNS of the Ministry of Religious Affairs extends beyond merely producing innovative outputs; it also strengthens participants' national character values and the professional values expected of state civil servants (ASN).

This relationship is reflected in the orientation and objectives of the innovations developed by the participants. The resulting innovation products are generally designed not only to enhance work effectiveness and efficiency but also to expand service accessibility, strengthen accountability, improve the quality of public services, and foster collaboration within the workplace. These characteristics indicate that ideological values are not confined to the conceptual level but are translated into practical actions that generate tangible benefits for both organizations and society. Consequently, the participants' innovation outcomes reflect a process of transforming the values of Pancasila and the 1945 Constitution into concrete actions that support the realization of a professional, integrity-driven, and public-oriented bureaucracy.

CONCLUSION

Based on the findings of this study, it can be concluded that the Basic Training Program for Civil Servant Candidates (CPNS) within the Ministry of Religious Affairs serves as a strategic platform for implementing the values of Pancasila and the 1945 Constitution, as embodied in the character of civil servants (ASN). The actualization activities undertaken by participants extend beyond mere discipline, encompassing personal integrity, commitment to fulfilling their duties and functions as civil servants, and dedication to fostering a BerAKHLAK work culture (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative). Furthermore, the innovative products developed through the Basic Training actualization process demonstrate relevance and responsiveness to the needs of both government institutions and the wider community. These products also make a tangible contribution to improving the quality of public services. Through the integration of the values of Pancasila and the 1945 Constitution, CPNS participants are able to create innovative products that are not only engaging but also beneficial and ideologically aligned with the mandate of the Constitution.

REFERENCES

- Badan Kepegawaian Negara. (2022). *Buku saku panduan perilaku*. Badan Kepegawaian Negara.
- Deni, S., Deni, A., & Husain, T. (2022). The Grand Model of Bureaucratic Reform in Strengthening Government Innovation: A Review of North Maluku Province, Indonesia. *Journal of Public Policy and Administration*, 6(4), 165. <https://doi.org/10.11648/j.jpap.20220604.12>
- Dewi, P. T. (2023). *Evaluasi Pengaruh Internalisasi Core Values Berakhlak Terhadap Sikap Kerja Sebagai Outcome Pelatihan Dasar CPNS*. 3(6), 409–418.
- Diskominfo Kota Bandung. (2024). *Pemda Kota Bandung Raih Penghargaan Indeks BerAKHLAK Terbaik dari Kemenpan RB*. <https://www.jabarprov.go.id/berita/pemda-kota-bandung-raih-penghargaan-indeks-berakhlak-terbaik-dari-kemenpan-rb-16737>
- Handayani, W., Suryawati, D., & others. (2024). Penerapan Core Value BerAKHLAK ASN dalam Konsepsi Nilai-Nilai Etika Administrasi Publik. *JPAP: Journal of Public Administration*. <https://journal.unej.ac.id/JPAP/article/view/5834>
- Handoko, R. (2021). *Modul Akuntabel Pelatihan Dasar Calon Pegawai Negeri*. Lembaga Administrasi Negara Republik Indonesia.

- Hariyati, H., & Suhardiman, C. (2024). Implementation of Work Discipline Rules for Civil Servants in Accordance with Government Regulation No. 53/2010. *Jurnal Hukum Sehasen*. <https://jurnal.unived.ac.id/index.php/jhs/article/view/5805>
- Herwanto, T. S., & Hutasoit, T. E. (2023). Tingkat Internalisasi Core Values BerAKHLAK Peserta Latsar CPNS di Satuan Polisi Pamong Praja Kabupaten Karawang. *Contemporary Public Administration Review*, 1(1), 24–45. <https://doi.org/10.26593/copar.v1i1.7076.24-45>
- Jalis, A. (2021). *Modul Kompeten*. Lembaga Administrasi Negara Republik Indonesia.
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2023). *Survei Budaya Kerja ASN Kembali Digelar di Tahun 2023*.
- Komara, E. (2019). Kompetensi Profesional Pegawai ASN (Aparatur Sipil Negara) di Indonesia. *MIMBAR PENDIDIKAN*, 4(1), 73–84. <https://doi.org/10.17509/mimbardik.v4i1.16971>
- Matippanna, A. (2020). Rancangan Aktualisasi Yang Inovatif, Efektif dan Sustainable pada Pelatihan Dasar (Latsar) Cpn. *Sipatokkong BPSDM - Sulsel*, 1(1).
- Miles, M., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). Sage Publication, Inc.
- Mirdin, A. A. (2021). *Modul Berorientasi Pelayanan Pelatihan Dasar Calon Pegawai Negeri Sipil*. Lembaga Administrasi Negara Republik Indonesia.
- Pratama, R. A. (2023). Internalisasi nilai-nilai religius Pancasila guna pencegahan korupsi pada pelaksanaan pelatihan dasar (Latsar) CPNS. *Academia: Jurnal Pendidikan Dan Pembelajaran*, 5(1), 78–92. <https://jurnalp4i.com/index.php/academia/article/download/2128/1976>
- Priyadi, B. P., Afrizal, T., & Astuti, R. S. (2022). Culturing Innovation Values: Building the Competence of Bureaucrats in Banyumas Regency, Central Java. *Proceedings of the 6th International Conference on Social and Political Enquiries, ICISPE 2021, 14-15 September 2021, Semarang, Indonesia*. <https://doi.org/10.4108/eai.14-9-2021.2321360>
- Rahmanendra, D. (2021). *Modul Loyal Calon Pegawai Negeri Sipil*. Lembaga Administrasi Negara Republik Indonesia.
- Ratnasari, R., Handoko, V. R., & Widodo, J. (2025). Implementasi Model Blended Learning pada Pelatihan Dasar CPNS di BPSDM Provinsi Jawa Timur. *Jurnal Kajian Pemerintah*. <https://journal.uir.ac.id/index.php/JKP/article/view/23234>
- Rizaldy, A., & Sugiyanto, S. (2022). Modernisasi Mindset Aparatur Sipil Negara melalui Latsar Pelayanan Publik Di Pusat Pengembangan Sumber Daya Manusia Kementerian Dalam Negeri Regional Yogyakarta. *JCOMMENT (Journal of Community Empowerment)*, 3(2), 117–125. <https://doi.org/10.55314/jcoment.v3i2.265>
- Sari, R. N., Wihardjo, E., Andriani, N., Tebai, N., Sariwardani, A., Rosadi, T., Putri, D. A. A., Fadli, M., Supangat, S., & Ratnasari, T. (2025). *Manajemen Pendidikan*. Yayasan Tri Edukasi Ilmiah. <https://books.google.com/books?id=9PdbEQAAQBAJ>
- Sejati, T. A. (2021). *Modul Kolaboratif Calon Pegawai Negeri Sipil*. Lembaga Administrasi Negara Republik Indonesia.
- Sembodo, J. (2021). *Modul Harmonis Pelatihan Dasar Calon Pegawai Negeri Sipil*. Calon Pegawai Negeri Sipil.
- Setijowati, H., & Agustina, N. (2024). Urgensi Hasil Evaluasi Pasca Pelatihan Dasar CPNS 2023 sebagai Akselerasi Jawa Tengah Corporate University. *Prosiding PITNAS Widyaiswara*. <http://ejournal.iwi.or.id/ojs/index.php/pitnas2024/article/view/304>
- Soesatyo, B. (2024). Strategi Empat Konsensus Kebangsaan bagi Pembangunan Generasi Muda dalam Menyongsong Bonus Demografi dan Implikasinya terhadap Ketahanan Sosial. *Jurnal Ketahanan Nasional*. <https://journal.ugm.ac.id/jkn/article/view/94857>
- Suwarno, Y. (2021). *Modul Adaptif Pelatihan Dasar Calon Pegawai Negeri Sipil*. Lembaga Administrasi Negara Republik Indonesia.
- Utami, S. R. I. (2025). *Analisis Netralitas Aparatur Sipil Negara dalam Kontestasi Pemilihan Umum di Indonesia*. <http://repository.unissula.ac.id/id/eprint/39702>
- Utomo, T. W. W., Basseng, & Purwana, B. H. (2017). *Modul Pelatihan Dasar Calon PNS Habitiasi*. Lembaga Administrasi Negara Republik Indonesia.
- Wahyuni, V. N., & Septiandika, V. (2022). Public Service Innovation Through Dukcapil Services Go Digital By Disdukcapil Probolinggo Regency. *Jurnal Ilmu Sosial Dan Ilmu Politik Malikussaleh (JSPM)*, 3(1), 167–176. <https://doi.org/10.29103/jspm.v3i1.5998>
- Yamin, M. (2021). Implementasi Pembelajaran Aktualisasi Latsar CPNS pada Badan Pengembangan Sumber Daya Manusia Provinsi Sulawesi Selatan. *Jurnal Pembangunan Dan Administrasi Publik*, 3(2).