
The Cultural Role of Local Community-Based Organizations in Promoting the Work of National Civil Apparatus in Northern Lampung Province

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Abstract:

The aim of this research is to analyze the role of Piil Pesenggiri culture in improving the performance of ASN in North Lampung Regency. Based on the empirical data above, it shows that the programs implemented relating to the performance and discipline of state civil servants in North Lampung Regency are not yet in line with the implementation of Regional Regulation No. 2 of 2008 concerning the Maintenance of Lampung Piil Pesenggiri Culture have not played a role in improving the performance of ASN in North Lampung Regency. The method used in this research is a qualitative method, which is intended to describe or provide an overview of phenomena that occur in the field. The results of the research show that the cultural role of the Piil Pesenggiri Organization is very good as a benchmark for ASN in North Lampung Regency in their work, because the Piil Pesenggiri culture has guided every action or behavior that must be carried out to maintain self-esteem, and must not be done to avoid embarrassment. The Piil Pesenggiri Organizational Culture can improve the performance of ASN in North Lampung Regency, this is based on results-oriented performance as guided by Sakai Sembayan values to provide benefits to others.

Keywords: Cultural, Role, Local Community, Promote

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1. Introduction

Government performance is a crucial aspect that requires continuous attention and measurement to ensure the achievement of organizational goals effectively (Simons, 2000). Performance measurement systems encompass various techniques that allow managers to balance gaps between excellence, growth, control, short-term and long-term performance, external expectations, and diverse motivational behaviors. Effective performance measurement can address organizational obstacles, thereby unlocking the potential of people within the organization.

Organizational performance involves multiple facets, including abilities, skills, capabilities, and capacity. Productivity, often linked with performance, is a broader

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concept encompassing various competitive and manufacturing goals such as cost, flexibility, speed, dependability, and quality. While productivity focuses on the ratio between output and input, performance goals can significantly influence productivity, making it a comprehensive measure of organizational success (Berman et al., 2021).

In the Indonesian context, the urgency of government performance must consider the cultural diversity present in various regions. Local culture significantly impacts how governmental functions are executed. Hence, regional governments are empowered to preserve local culture through the formulation of regional regulations. This cultural integration is essential for effective governance (Wong et al., 2022).

Despite the importance of performance measurement and cultural integration, several empirical studies highlight ongoing challenges. For example, research by Pane (2022) revealed that the performance of ASN (Aparatur Sipil Negara) in North Lampung is still suboptimal. Disciplinary violations among ASN employees in the Public Works Department indicate that existing regulations, such as Republic of Indonesia Government Regulation Number 53 of 2010 concerning Civil Servant Discipline, have not been effectively implemented.

Additionally, data from the North Lampung Regency Government shows that 11 civil servants faced disciplinary sanctions due to non-compliance, highlighting a gap between regulatory expectations and actual performance. This discrepancy suggests that the current measures to enhance performance and discipline among civil servants are inadequate and do not align well with Regional Regulation No. 2 of 2008 concerning the Maintenance of Lampung Piiil Pesenggiri Culture (Boselie et al., 2021; Alshammari, 2020).

This research aims to address the identified gaps by examining the cultural role of local community-based organizations in promoting the work of national civil apparatus in Northern Lampung Province. The novelty of this study lies in exploring how local cultural integration can enhance the performance and discipline of civil servants. Understanding this relationship is urgent for improving governance and ensuring that local cultural values are preserved while achieving high-performance standards (Danilwan & Dirhamsyah, 2022).

2. Theoretical Background

Role theory emerged from the disciplines of psychology, sociology, and anthropology, taking its concept of "role" from the world of theater. In theater, an actor plays a specific character and is expected to behave in a manner consistent with that character. This theatrical analogy can be extended to societal contexts where individuals occupy positions and are expected to perform roles appropriate to those positions (Berman et al., 2021).

Initially, the concept of "role" was borrowed from the world of theater, where it represented the characterization played by an actor in a drama. This analogy

demonstrates that an actor, as a character on stage, adopts behaviors aligned with the character they portray. Similarly, in society, individuals are placed in positions with expected behaviors and norms to follow. This analogy helps in understanding how individuals are expected to act according to the norms associated with their roles in the societal stage (Wong et al., 2022).

The term "role" can be understood in three ways:

1. **Historical Context:** The concept was originally borrowed from ancient Greek or Roman drama and theater, where a role referred to the character an actor presented.
2. **Social Science Context:** In social science, a role is defined as the function a person carries out when occupying a certain position within the social structure.
3. **Operational Context:** A role is seen as a boundary designed by other individuals within the same context, illustrating the interdependent and complementary nature of roles in a social setting (Boselie et al., 2021).

These definitions collectively emphasize the historical, social scientific, and operational dimensions of roles, highlighting the complexity of relationships between individuals within a social structure. Roles not only reflect individual characteristics but also involve dynamic interactions between actors and their role partners in a social context.

Structuralist perspectives link roles with culture, seeing them as sets of rights and obligations normatively determined by cultural systems. Roles are viewed as part of the social structure embedded within the cultural system, providing a positional framework indicating a unit of social structure. Conversely, interactionist perspectives emphasize the active-dynamic nature of roles, especially after roles are internalized and become more organic and lively embodiments. This approach views roles not just as products of social structures or norms, but as dynamic elements of the social system internalized by individuals as part of their identity (Berman et al., 2021; Alshammari, 2020).

According to Biddle, role theory comprises three key elements:

1. **Observable Social Behavior:** This behavior has a specific pattern and character.
2. **Identity:** The identity or part assumed by the individual in a particular social situation.
3. **Scripts or Expectations:** These are the understood and followed expectations for behavior by all role players.

Roles thus provide an understanding of how social behavior is organized, where each individual has a distinctive role, and how these roles are understood and followed by society. Roles reflect the complex relationship between identity, behavior, and social expectations, depicting humans as actors playing on the stage of life with roles determined by their social context (Cooke et al., 2020).

Role theory is crucial for organizing social behavior at both individual and collective levels. In organizations, work responsibilities are organized into roles, as is

participation in groups and society. Role theory thus helps in understanding relationships across micro-, macro-, and intermediate levels of society. For individuals, role theory begins with the observation that one might act and feel differently in different situations or positions. At collective levels, groups, organizations, and societies differentiate tasks, each assigned to specific individuals. Understanding roles involves recognizing clusters of behaviors and attitudes that belong together, ensuring consistency in role performance and identifying inconsistencies when roles are not properly executed (Kravariti & Johnston, 2020).

Roles are dynamic aspects of positions or statuses. When individuals perform their rights and obligations according to their position in a social structure, they are fulfilling their roles. Roles are not static but evolve through interactions, showing that roles are not merely fixed positions but dynamic aspects of everyday life. By understanding and exercising the appropriate rights and obligations, individuals contribute meaningfully to their social functions.

Therefore, achieving organizational goals depends on the ability of individuals to perform their roles according to their functions and positions within the organization. If individuals fail to perform their roles effectively, organizational goals become difficult to achieve (Danilwan & Dirhamsyah, 2022).

3. Methodology

In every research project, a researcher must choose an appropriate research design to ensure the study runs smoothly and effectively. Simangunsong (2017) explains that research design can be understood in two ways: a narrow sense and a broad sense. In the narrow sense, a research design is defined as "a process of collecting and analyzing research data." In the broad sense, it encompasses the entire series of research activities, including the planning and implementation processes. Meanwhile, according to Effendy (2009), the term "research" etymologically comes from the word "research" (re: return, search: search), meaning a systematic investigation and study of materials, theoretical sources, and phenomena with the aim of establishing facts and reaching conclusions.

To achieve accurate and optimal results, a research design must be suitable for the specific conditions and the object of study. Based on this requirement, the research design chosen for this study is qualitative research, which is deemed appropriate for the nature and objectives of the research. According to Creswell, qualitative research involves methods for exploring and understanding the meaning of behavior among individuals or groups, often derived from social or humanitarian issues.

Given the above explanation, the approach or method used in this research is descriptive qualitative. This method aims to describe or provide an overview of phenomena occurring in the field. The choice of this approach was based on the need to collect data that explains the role of Piil Pesenggiri's local culture-based

organizational culture in improving the performance of ASN (Aparatur Sipil Negara) in North Lampung Regency.

4. Empirical Findings/Result

Based on Suhardono's theory, in general, the role describes the complexity of relationships between individuals in the social structure. In this regard, the relationship between ASN in North Lampung Regency applies organizational cultural values in North Lampung Regency, namely Piil Pesenggiri, in their work. According to Suhardono, to find out how roles related to behavior can be implemented, there are several important points that must be considered, namely: action, benchmarks, assessment, exposure and sanctions.

Action

Action is a behavior that is differentiated based on whether or not it has been studied before, its goal-directedness, and the appearance of its volitional aspects. To find out that the behavior currently implemented by North Lampung Regency ASN is based on the organizational culture values of the Piil Pesenggiri organization in their work, here is the explanation:

Piil Pesenggiri Organizational Culture has been taught previously

Basically, organizational culture within the social environment where a person is born or lives will naturally be known, studied or even taught. Likewise, the organizational culture of Piil Pesenggiri has been taught through the social interactions of the people of North Lampung. As stated by the special assistant inspector for North Lampung Regency who said: as a North Lampung person, I have learned and internalized the values of Piil Pesenggiri since childhood through interactions with my family and the surrounding environment. There is no formal teaching, but these values are conveyed through stories, examples and social norms that exist in society. Likewise, in the work environment, I maintain my self-esteem and try to avoid behavior that could cause embarrassment, because that is the benchmark for success and mistakes according to our culture. Naturally, ASN in North Lampung Regency have internalized the values of Piil Pesenggiri since childhood through interactions with their families and their environment. Even though there is no formal teaching, these values are conveyed through social norms that apply in society. As the people of North Lampung, they should maintain the cultural values that exist in North Lampung Regency in their daily lives and at work, in accordance with the mandate of Lampung Province Regional Regulation Number 2 of 2008 that "the community is obliged to participate in maintaining, developing and developing all aspects of Lampung culture".

Basically, ASN in North Lampung have studied Piil Pesenggiri culture through social interaction and then applied its values in all aspects of daily life. As stated by the Head of the North Lampung Regency Food Security Service, he said: based on personal experience, Piil Pesenggiri has been taught before and its core values can be applied in various aspects of life, including in the work environment. Because they have a

spirit of carelessness which is outlined in the values of Piil Pesenggiri, or in other words, someone who maintains their self-respect is a Lampung person.

The importance of the spirit of Lampung is reflected in Piil Pesenggiri, where someone who is able to maintain self-respect and has a sense of shame is considered a true Lampung person. Thus, Piil Pesenggiri is not just a social norm, but also a deep identity for the people of North Lampung which has positive implications in various aspects of life, including in the work environment. This is certainly in accordance with the aim of the birth of the North Lampung Regency Regional Regulation Number 3 of 2018, namely that one of the aims of managing local culture and wisdom is to strengthen the identity of the people of North Lampung.

Goal Directedness

In general, someone who successfully plays their role well is characterized by the suitability of their behavior to the role they play. Likewise with the behavior of ASN in North Lampung Regency, which in their work should reflect the cultural values of the Piil Pesenggiri organization. As explained by the Regent of North Lampung Regency: we believe that the behavior of ASN in North Lampung Regency in working is in accordance with the values of Piil Pesenggiri in general. Based on what we see in their daily lives, quite a few ASNs have shown awareness of the importance of internalizing the values of Piil Pesenggiri. They have practiced Sakai sambayan values such as working together, helping each other and meeting Nyimah or respecting each other. However, we realize that there are still challenges in implementing this culture consistently at all levels of ASN. Therefore, we are committed to continuing to provide the necessary guidance and supervision so that ASN behavior can more consistently reflect the values of Piil Pesenggiri. Apart from that, it is also important for us to continue to promote this culture and increase ASN's understanding of the importance of maintaining and implementing these values in all their actions. Thus, we are confident that ASN in North Lampung Regency can continue to improve their behavior to be more in line with the cultural values of Piil Pesenggiri.

The importance of cooperation, helping each other (Sakai Sambaian), and mutual respect (Nemui Nyimah) is an integral part of the Piil Pssenggiri cultural values which must be reflected in the daily behavior of every ASN, especially in the work environment. As mandated by Law Number 5 of 2014, one of the principles that ASN must implement in their work is to uphold the basic values of mutual respect and cooperation.

In line with this opinion, according to the Head of the North Lampung Regency Tourism and Culture Service, he said: we believe that Piil Pesenggiri's values have good relevance for the work environment, including in the context of my duties as an agency leader. One of the behaviors that I always instill at work is creating good relationships with my co-workers, because as a leader I have to model good behavior by being friendly with everyone here, regardless of ethnicity, religion or origin.

By instilling the values of Piil Pesenggiri in work, you can create a conducive and harmonious work environment. This is reflected in the values of Nengah Nyappur,

namely behavior that indicates a person who is friendly, likes to socialize, mixes and interacts with the community, and *Nemui nyimah*, namely being generous and friendly. be friendly towards all parties, both fellow North Lampung people and those who are not from North Lampung. Because in principle, every ASN should have an attitude and behavior that is respectful, polite and without pressure. Then the North Lampung Inspectorate explained further who said: we have a role in ensuring that every ASN behavior and performance complies with the rules. Including the extent to which they apply the cultural values that are highly upheld by the people of North Lampung, namely *Piil Pesenggiri* which is regulated in Regent Regulation Number 3 of 2018. Until now, ASN behavior here is already on track, however we cannot deny that there are still some ASN individuals who do not maintain their dignity or deviate from the values of *Piil Pesenggiri*.

The importance of ensuring that the behavior of ASN in North Lampung Regency in working is in accordance with the rules, as well as the values of *Piil Pesenggiri*. Because ASN in North Lampung Regency is an integral part of North Lampung society, every behavior should be guided by the *Piil Pesenggiri* philosophy as mandated by North Lampung Regency Regional Regulation Number 3 of 2018. Even though most ASN are guided by these values, there are still several ASN who did not comply with the rules or deviated from the values of *Piil Pesenggiri*.

Different from the previous opinion, according to one of the North Lampung Inspectorate executive staff, he said: if the problem is appropriate or not, maybe my colleagues can judge it. However, so far I have tried to be an employee who obeys regulations and superiors in accordance with *Piil Pesenggiri*'s values, such as maintaining good relationships with co-workers, and being happy to help and work together in carrying out work.

It is important to be aware that every ASN in North Lampung Regency applies *Piil Pesenggiri* values in their daily behavior, including in the workplace, showing a commitment to building a harmonious work environment and supporting each other by always maintaining good relationships (*Nengah nyappur*) and working together. (*Sakai sambayan*).

Behaving Based on Will

In essence, someone is carrying out their role well, which can be seen from their behavior. In the sense that someone who behaves based on his wishes will carry out that role well. Likewise, the behavior reflected by ASN in North Lampung Regency, should have the awareness to sincerely behave according to their wishes to instill the cultural values of the *Piil Pesenggiri* organization in their work.

As stated by the Regent of North Lampung, the *Piil Pesenggiri* culture essentially emphasizes the importance of self-respect and shame, and there are values such as cooperation, togetherness and mutual help in living daily life. As a leader in North Lampung Regency, my behavior at work must be based on my will to respect and maintain our cultural values. Behaving in accordance with the *Pesenggiri Pillar* means having an awareness of the importance of maintaining self-respect and avoiding

behavior that can cause shame, both for oneself and for the community one leads. So if I make a mistake, it's not just me personally, but my family and even the whole community of North Lampung. Apart from that, as a leader, I also show an open attitude towards the community and colleagues, and am active in associating and interacting with all parties, always ready to provide assistance and cooperate in various situations which is an integral part of behavior that reflects Piil Pesenghiri, and Of course, this is an encouragement from a sincere self-will to fight for the welfare of society and uphold the traditional values and culture that have been adhered to by the people of North Lampung.

Every behavior of ASN in North Lampung Regency at work must be in line with the cultural values that have long been upheld by the people of North Lampung, namely Piil Pesenghiri, and of course carried out with their sincere self-will as good role models for the community so that they always uphold these values. traditional culture of the people of North Lampung. This is of course a form of the regional government's task of "growing and increasing awareness in managing culture", as mandated by Lampung Regency Regional Regulation Number 3 of 2018 article 4.

Apart from that, the point is the importance of behaving based on Piil Pesenghiri culture to avoid behavior that can cause shame (doing something that breaks the rules), because the impact is not only for oneself, but also for the family and even the community. Therefore, it is important to be aware of behavior at work and in everyday life, to maintain self-esteem in particular and the self-esteem of the people of North Lampung in general.

In line with this opinion, the Head of the North Lampung Personnel and Human Resources Development Agency (BKPSDM) said: as an agency that has an important role in managing human resources in North Lampung Regency, our behavior at work should be a reflection of local culture, namely Piil Pesenghiri which is carried out sincerely according to one's wishes. Because behavior that is born from awareness and sincerity in applying cultural values in everyday life, including in the work environment, will be more authentic and sustainable. We believe that other ASN colleagues in North Lampung Regency have awareness and a sincere desire to carry out their duties well which refers to the values of Piil Pessenghiri. Just as I try to always be a role model in carrying out my duties with full dedication, integrity and responsibility.

Behavior that arises from awareness and sincerity in implementing the values of Piil Pesenghiri will be more focused in accordance with ASN behavioral standards, because basically the values contained in Piil Pesenghiri are in accordance with the basic principles of ASN behavior regulated by Law 5 of 2014. This confirms that ASN behavior in North Lampung Regency is not only influenced by external demands (behaving according to the rules), but also by internal commitment to maintain personal honor. Apart from that, as a leader, of course you should be a good role model for staff and the community in behaving in a way that reflects Piil Pesenghiri.

As expressed by the Head of the North Lampung Regency Tourism and Culture Service who said: We as Lampung people must of course be willing to apply the values of Piil Pesenggiri. Because, when someone practices these values sincerely, it shows that the behavior is not only carried out because of the demands of duty or rules, but rather because of awareness and a sincere desire to create good relationships and mutual support. We always strive to practice these values in every aspect of our work. Because, we believe that by behaving based on your own will, you can be part of efforts to build a harmonious and cultural work environment.

In principle, Piil Pesenggiri teaches values such as mutual cooperation, mutual assistance, simplicity and mutual respect. This is a strong foundation for guiding the behavior of ASN in North Lampung in everyday life, including at work. And it is important to understand that behavior that reflects Piil Pesenggiri must be sincere and come from self-awareness, not just done because of the demands of duty or rules. Because by carrying out behavior that is in accordance with one's sincere desires, one can become part of efforts to build a harmonious and cultured work environment.

Different from the previous opinion, according to the North Lampung Inspectorate executive staff, he said: although I do not have a Lampung background, I feel I have implemented the universal values of Piil Pesenggiri such as cooperation, mutual help, respect for others, and togetherness in the work environment. Because everyone must have the awareness to behave well, prioritize common interests, and maintain good relationships. And the most important thing is the will and commitment to respect the culture that applies in the workplace and society so that it can make a positive contribution.

The values contained in Piil Pessenggiri have generally been regulated in Law Number 5 of 2014, such as cooperation, mutual assistance, respect for others, and togetherness in the work environment. This shows that there is a compatibility between ASN behavior as regulated in Law 5 Number of 2014 with the values of Piil Pesenggiri, so that these core cultural values are not only specific guidelines for ASN originating from North Lampung, but can also be used as guidelines for ASN which is in North Lampung Regency even though the ASN is not from North Lampung.

So it can be said that every ASN behavior in North Lampung Regency is generally in line with the cultural values of the Piil Pesenggiri organization, apart from being a form of awareness of the need to maintain and continue the cultural heritage that is highly respected by the people of North Lampung in accordance with the mandate of North Lampung Regional Regulation Number 3 of 2018, also as a principle that must be implemented based on the mandate of Law Number 5 of 2014. So that the Piil Pesenggiri organizational culture is not only a special guideline for ASN native to North Lampung, but is also relevant and can be used as a guideline for all ASN in North Lampung Regency. More than that, the importance of behavior that arises from awareness in implementing the cultural values of the Piil Pesenggiri organization as a form of commitment to maintaining one's integrity and honor.

Thus, in Suhardono's opinion, action is behavior that is goal-directed. In this case, the behavior carried out by ASN in North Lampung Regency reflects their orientation towards the cultural values of the Piil Pesenggiri organization, namely protecting oneself or honor and having a sense of shame as the identity of the people of North Lampung or in other words avoiding mistakes that result in lowered self-esteem.

5. Discussion

The discussion of the findings sheds light on the application of Suhardono's theory regarding the role, emphasizing the intricate relationships among individuals within the social structure. Specifically, the study examines how the employees (ASN) in North Lampung Regency manifest organizational cultural values, particularly those of Piil Pesenggiri, in their professional endeavors. According to Suhardono, understanding the relationship between roles and behavior involves considering several crucial factors: action, benchmarks, assessment, exposure, and sanctions.

Action

The actions of ASN in North Lampung Regency are deeply rooted in the organizational culture of Piil Pesenggiri, which has been ingrained in them since childhood through social interactions and cultural norms. This cultural transmission occurs informally, shaping individuals' behaviors and attitudes even in their professional lives. The values of Piil Pesenggiri, such as maintaining self-respect and avoiding behaviors that may cause embarrassment, serve as guiding principles for the employees. Their actions are aligned with the cultural values, reflecting a deep-seated understanding and internalization of Piil Pesenggiri's ethos (Simangunsong, 2017; Effendy, 2009).

Goal Directedness

The behaviors of ASN in North Lampung Regency are purposeful and goal-directed, aiming to uphold the cultural values of Piil Pesenggiri within their work environment. The Regent of North Lampung Regency acknowledges the awareness among employees regarding the importance of embodying Piil Pesenggiri's values in their daily activities. Despite challenges in consistent implementation, efforts are made to promote these values and align the behavior of ASN with the cultural ethos. The values of cooperation, mutual assistance, and respect are integral to the professional conduct expected from ASN, as stipulated by relevant regulations (Law Number 5 of 2014) (Regent of North Lampung Regency, Head of North Lampung Regency Tourism and Culture Service).

Behaving Based on Will

The behavior of ASN in North Lampung Regency is characterized by sincerity and self-awareness in adhering to the cultural values of Piil Pesenggiri. The Regent emphasizes the significance of self-respect and shame, which serve as guiding principles for personal and professional conduct. The genuine commitment to upholding cultural values is evident in the efforts of leaders and employees alike to model behavior that reflects Piil Pesenggiri's ethos. Furthermore, the values of Piil

Pesenggiri are not merely external demands but arise from internal convictions, contributing to the creation of a harmonious work environment (Regent of North Lampung Regency, Head of North Lampung Personnel and Human Resources Development Agency).

The findings underscore the importance of behavioral alignment with the cultural values of Piil Pesenggiri for ASN in North Lampung Regency. The cultural ethos serves as a guiding framework for professional conduct, fostering a sense of identity and communal responsibility. The consistent application of these values reflects a collective commitment to preserving cultural heritage and promoting integrity among employees. As such, the Piil Pesenggiri organizational culture transcends geographical boundaries, serving as a relevant guideline for all ASN in North Lampung Regency (Head of North Lampung Regency Tourism and Culture Service).

In summary, the behavior of ASN in North Lampung Regency reflects a profound integration of Piil Pesenggiri's cultural values into professional practice. This alignment underscores the significance of cultural identity and integrity in shaping individual behavior within the organizational context, in line with Suhardono's conceptualization of roles and behavior within the social structure.

6. Conclusions

Based on the description of the role of Piil Pesenggiri's Local Wisdom-Based Organizational Culture in Improving ASN Performance in North Lampung Regency, Lampung Province, which is the specific research object that has been presented in Chapter IV, the author can draw conclusions as follows: The Role of Piil Pesenggiri's Local Wisdom-Based Organizational Culture In Improving the Performance of ASN in North Lampung Regency, Lampung Province: a) The role of the Piil Pesenggiri Organizational Culture is very good as a benchmark for ASN in North Lampung Regency in their work, because the Piil Pesenggiri culture has guided every action or behavior that must be carried out to maintain self-esteem, and should not be done to avoid embarrassment; b) The Piil Pesenggiri Organizational Culture can improve the performance of ASN in North Lampung Regency, this is based on results-oriented performance as guided by Sakai Sembayan values to provide benefits to others; c) The performance of ASN in North Lampung Regency is considered good, where they prioritize quality in order to maintain self-esteem and like to work together, as Nengah Nyappur's values guide an attitude of being sociable and friendly with everyone regardless of background.

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