



The Importance of the Entrepreneur's Soul in the State Civil Apparatus

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ABSTRACT: The task of the State Civil Apparatus as mandated in the Act is to provide good service to the community, therefore it is very important if the State Civil Apparatus has an entrepreneurial spirit in providing services to the community, so that the services provided have the characteristics of fast and timely service. But in reality, the public services that we meet in the community still have a very long bureaucratic span, because one of them is related to the characteristics of human resources than the ASN who still do not have an understanding of the competencies they have. The method used in this paper is by taking data based on literature reviews from various sources relating to what is studied in this paper and describing some findings that describe the slowness of public services in one area in West Java. The san that becomes an obstacle for ASN still has an entrepreneurial spirit because it collides with some old rules that have been entrenched, so that it has an impact on the weak characteristics of the ability of the State Civil Apparatus in providing public services to the community.

Keywords: Public Service, Entrepreneurial Spirit, State Civil Apparatus.



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INTRODUCTION

The understanding of the entrepreneurial spirit is how we have a soul or mentality that is independent, creative, and innovative, survives in various circumstances, is not inferior to natural conditions, always thinks smart and thinks to be an ethical winner in any circumstances (Abildgaard & Jørgensen, 2021; Bogatyreva et al., 2019; Gebhardt & Pohlmann, 2013). Even people who have an entrepreneurial spirit are people who always serve others with sincerity (Qudsia Yousaf et al., 2022; Truong et al., 2022). Entrepreneurial spirit is a soul that must be owned by everyone, it is noted that the person does not want to stay in a comfort zone, a person who is always looking for opportunities and focuses on those opportunities and people who always want to give the best to others, one of them is in giving services and always think smart in every situation (Cassol et al., 2022; Chakraborty et al., 2022; Wickam et al., 2020). People who have an entrepreneurial spirit are people who don't want to lose the situation, they are always looking for a way out so they get the best results (Bellver et al., 2022; Coddington, 2015; Zhong, 2020).

Likewise, if we relate it to the duties and responsibilities of the State Civil Apparatus, if we observe the role of the state civil servants, they are people who will give services to the

community in all aspects. The duties of an ASN (State Civil Apparatus) based on the mandate of Law No. 5 of 2014 article 11 there are 3, namely: Carry out public policies made by Civil Service Development Officials in accordance with constitutional provisions, give professional and quality public services, and strengthen the unity and integrity of the Unitary State Republic of Indonesia ([Barus, 2022](#)). If we conclude that ASN's duties are to give professional public services based on the policies or rules made by authorized officials to strengthen the unity and integrity of the country so that the goals of the state are achieved ([Kadarisman, 2019a, 2019b](#)).

The duty of state civil apparatus in giving services to the community concerns all sectors, starting from services in the form of regulation or in the form of giving other services which are all very much needed by the community, such as in providing health services, educational services, services regarding with licensing utility arrangements. To carry out all business sectors and other services related to the smooth life of the Indonesian people ([Mulyono, 2015](#)).

However, in reality, if we look at the quality of public services that the public always complains about, they still occur, such as licensing services which still have a long bureaucratic route that makes it difficult for economic actors to start a business. If we look at it internally, the quality of service of the State Civil Apparatus is still weak, one of them is in terms of the management control system which is still weak in the government environment. Often we see in government environment, during the hours of giving services, where government officials are seen very neglectful in giving services, this situation has the potential to cause weak responsibilities that is controlled by service providers, in this case the state apparatus, this will be a derivation for work culture and there will be a continuation of weakness in the level of discipline of the apparatus, such as arriving late, the quality of service is not optimal, instead it is minimalist, therefore this complicates the service process a lot ([Sasmito, 2022](#)).

Based on this background, the authors are very interested to discuss the issue of the importance of an entrepreneurial spirit that must be owned by state apparatus as well, so that they have a strong mentality to continue to improve quality services for Indonesian people, with the hope of giving services that meet indicators in giving excellent service, services that have the principles of effectiveness and efficiency. Quoting President Jokowi's statement that the State Civil Apparatus should not have a colonial spirit, not to be served but to serve the people of Indonesia ([Gelora, 2022](#)).

The State Civil Apparatus Law (ASN) Number 5 of 2014 is one of the regulations that has become the starting point for changing the face of the bureaucracy in Indonesia. This law becomes a hope for all of us to be able to change the reality that has been complained by the public because the performance of ASN is considered very far from what the community expects ([Situmorang, 2021](#)).

The Law on the State Civil Apparatus (ASN) Number 5 of 2014 was made with a spirit to improve the condition of the apparatus. In this ASN Law, it can be seen that there are very significant changes compared to the previous law. This law is expected to change the apparatus to transform from the comfort zone to the competitive zone. This ASN Law does not only regulates personnel administration issues but also focuses heavily on staffing management starting from the recruitment process, education and training of personnel as well as clear career development and coaching ([Muzayanah, 2020](#); [Situmorang, 2021](#)).

In general, ASN employees have the following functions: (1) Public policy implementer; (2) Public servant; (3) Unifier of the nation. The duties of ASN employees include: (1) Perform public policies made by Personnel Development Officials in accordance with legislation; (2)

Provide professional and quality public services; and (3) Strengthen the unity and integrity of the Unitary State of the Republic of Indonesia ([Fahmi et al., 2021](#); [Muzayanah, 2020](#))

Meanwhile ASN employees play the role of planners, executors and supervisors of the implementation of general government and national development tasks through the implementation of professional public policies and services, free from political intervention and clean from corruption, collusion and nepotism practices .

To achieve the quality of public services, it is necessary to develop public service standards which will be the benchmark for quality services ([Houston et al., 2016](#)). The drafting of public service standards is something that has always been made and enforced in both developed and developing countries ([Fan et al., 2019](#); [Kim & Choi, 2020](#); [Ulunova et al., 2022](#)). As for example what was implemented in America, the issuance of an executive order was carried out during the Clinton era and is a necessity that is applied to all government agencies in America ([Pautz, 2014](#); [Steel et al., 2017](#)). Because this is a service standard that must be provided to consume, while the contents of the executive order are:

“Identify customer who are, or should be served by the agency, survey the customer to determine the kind and quality of service they want and their level of statisfaction with existing service, post service standards and measure result against the best bussiness, provide the customers with choice in both sources of services, and complaint system easily accesible, and provide means to adress customer complaint”.

The essence of the executive order is an effort to identify customers who (must) be served by agencies, survey customers to determine the type and quality of service they want and to determine the level of customer satisfaction with ongoing services, including postal service standards and measure the results well, providing a wide selection of service sources for customers and a complaint system that is easily accessible, as well as providing facilities to accommodate and resolve complaints/criticisms ([Elston & Bevan, 2020](#)).

Meanwhile in the UK there is also the Service First the New Character Program, which contains 9 (nine) principles of providing public services which are a manifestation of the government's vision to be implemented by every civil servant ([Maybin, 2015](#)). These principles are: (1) Determine the standards of service; (2) Be open and provide as much information as possible; (3) Consult and involved; (4) Encouraging access and choice; (5) Treat all fairly; (6) Bring back to the correct path when an error occurs; (7) Utilize resources effectively; (8) Innovative and improve; and (9) Cooperate with other service providers.

In Indonesia, efforts to determine service standards, namely by issuing several policies as follows:

1. Presidential Instruction No. 5 of 1984 concerning Guidelines for Simplifying and Controlling Licensing in the Field of Business,
2. Decree of the Minister of Administrative Reform No. 81 of 993 concerning Guidelines for Management of Public Services,
3. Presidential Decree No. 1 of 1995 concerning Enhancement and Improvement of Service Quality of Government Apparatuses to the Community
4. Circular letter of Minister of State for Empowerment of State Apparatuses (MENKO WASBANGPAN) No. 56/Wasbangpan/6/98 concerning Real Steps to Improve Community Services. Minister of Home Affairs Instruction No. 20/1996;

5. Circular letter of Minister of State for Empowerment of State Apparatuses No. 56/MK.Wasbangpan/6/98; A Letter of Minister of State for Empowerment of State Apparatuses No. 145/MK.Waspan/3/1999; to the Circular Letter of the Minister of Home Affairs No. 503/125/ PUOD/1999, all of which lead to an increase in service quality.
6. Decree of the Minister of Administrative Reform and Bureaucratic Reform No: 63/KEP/M.PAN/7/2003 concerning General Guidelines for the Implementation of Public Services.
7. Decree of the Minister of Administrative Reform and Bureaucratic Reform (Menpan) No. 81/1993 concerning Guidelines for Managing Public Services
8. Ministry of Home Affairs Circular No. 100/757/OTDA concerning Implementation of Mandatory Authorities and Minimum Service Standards, in 2002.

With the issuance of several of the policies mentioned above, the phenomenon is still in the realm of concepts, the success of the implementation of these policies has not been seen, the quality of services provided by various government agencies as public service providers is still far from good quality. Public service is an activity or series of activities in the context of fulfilling basic needs in accordance with the civil rights of every citizen and resident over goods and services or administrative services carried out by public service providers. This public service standard is a benchmark for the quality of service to the community, as a reference for assessing service quality, is also the commitment of service providers to the community, who are committed to providing quality service in the sense of fast, measurable service so that the goals of efficiency in terms of time will be fulfilled and will have an impact on improving good service in Public Service management is the arrangement of effective and efficient service delivery in order to achieve optimal service performance.

Entrepreneurship is a soul that can be learned and taught, this is reflected one of them in the spirit of independence possessed by someone, where this spirit of independence can be born due to a desire to achieve the goals he has set ([Sumarti, 2008](#)). Another thing is the spirit of leadership, this leadership spirit is born because of the urge to make changes to things that are even better, or he doesn't like being in a zone that makes him feel uncertain about an uncertain condition. This entrepreneurial spirit is closely related to a spirit that is always strong, a spirit that is innovative, creative and always works well together to achieve a goal, this entrepreneurial spirit is a soul that is owned by people who will always serve each other well.

Entrepreneurship is a process of applying creativity and innovation in solving a problem and continuously looking for opportunities to improve it ([Sumarti et al., 2018](#); [Zimmerer et al., 2008](#); [Zimmerer & Scarborough, 2004](#)). An entrepreneur is a person who always tries to do creative and innovative things by developing ideas and continuing to gather resources to find ways to improve his life ([Prawirokusumo, 2010](#); [Sumarti, 2008](#); [Sumarti et al., 2018](#)). Based on the description above, the thread can be drawn that someone who has an entrepreneurial spirit is someone who always has enthusiasm which is then applied in all aspects of his life. A person who has an entrepreneurial spirit is a person who has the ability to create something new and different, he carries out the task well and does the task on time ([Drucker, 2006](#); [Kasmir, 2007](#)). In today's development, it is demanded that the government has an entrepreneurial spirit/entrepreneurial government ([Osborne & Gaebler, 1993](#)). By having an entrepreneurial spirit, agencies will have good innovation and will always compete to create new ways to create better services, more efficient and punctual.

In the development of today's world, the government is required to have an entrepreneurial spirit/entrepreneurial government (Osborne & Gaebler, 1993; Wibowo et al., 2010). By having an entrepreneurial spirit, the bureaucracy and agencies will have innovation, optimism and responsibility for their roles and responsibilities as servants of the state. State Civil Apparatus (ASN) is not only limited to understand administrative issues, but ASN is required to understand the community so that they are served on time. The entrepreneurial spirit is the soul of life where the character of the entrepreneurial spirit is to have a strong character towards success, so that you always have smart and brilliant ideas to get out of an uncomfortable zone, or a zone marked by imperfection in carrying out your duties.

METHOD

The method used in this research or study is to use the "literature review" method in which the author conducts an analysis from various sources regarding how phenomena are still occurring in our country regarding the role of the state civil apparatus in carrying out their duties in providing services. Of course, the author also checks and re-checks from various sources so that there are no misunderstandings in this paper. The author looks at, reviews as much literature or reading material related to ASN by looking for similarities and dissimilarities as well as providing views, comparing and summarizing what the findings are that the author gets.

RESULT AND DISCUSSION

An Entrepreneur is a person who does not like to sit idly by in their comfort zone, they always develop creative ideas, always innovate to achieve goals and focus on an opportunity. This is conditioned because they always think smart how to solve a problem or find solution they face, so that what they do is a very productive thing.

This is the importance of an ASN having an entrepreneurial spirit, because ASN as according to what is mandated by law are people who will always serve the community in accordance with applicable regulations. An entrepreneur is a person who always has ideas, they will not be silent when they face problems, for example what usually happens in local government circles is related to delay in service, limited budgets, so if we have human resources in the local government environment who have an entrepreneurial spirit then this will soon be solved, because if we search what is mandated by the law that ASN is required to always work so that they are able to give a clear and measurable contribution to their organization.

It is undeniable, based on the facts that have occurred and several findings in the field, there are still many ASNs who do not know what their duties and obligations are, they come to the office but they don't do anything productive, indeed it is not easy to change the cultere and mindset of ASN that have been rooted for so long.

There are several findings, as evidence of the weakness of a government institution, seen from the human resource factor, as happened in one of the Integrated Investment and Licensing Services in one of the districts in West Java regarding findings about the characteristics of apparatus resources in that agency.

Based on the results of research in the field, obstacles were found that caused delays in the issuance of permits as an efficient and prime service, so that they had not succeeded in licensing procedures that are easy, transparent, fast, precise, certain, efficient and effective based on the the

principles of good governance. This is indicated by a low level of awareness (low education or lack of information).

Referring to the opinion above, associated with the implementation of the policy of implementing integrated licensing services in one of the districts in West Java, so the characteristics of the implementing organization are indicated by the unpreparedness of the human resources of the policy implementor, which is a mental attitude that tends to wait for orders from superiors. Therefore this causes them to be uncreative and unresponsive in accepting transformations and changes as in implementing integrated licensing service policies.

The process of policy implementation is the activity of translating a macro (abstract) policy formulation into micro (concrete) actions. Technically, the implementation process begins when the goals and objectives have been set, the program of activities has been prepared, and funds have been prepared to achieve these goals (Nugroho, 2009).

Associated with the implementation of the policy of implementing integrated licensing services, the unpreparedness of the human resources of the policy implementor is an attitude or habit. All this time, employees are always waiting for existing (technical) implementation instructions. So, this causes them to be uncreative, difficult to accept changes in organizational structure, technology and work culture as well as in terms of implementing integrated licensing service policies

Therefore, the efforts that need to be carried out by the Government include: a) It is necessary for implementing apparatus in the field to be involved in technical meetings in the context of integrated licensing services so that they can understand the real purpose of the integrated licensing services policy. Technical meetings should not only be attended by the leadership level. At least, after participating in technical meeting activities, the leader concerned must optimally transfer the results of technical meeting agreements to his subordinates by utilizing various communication channels; b) In order for the policy implementing apparatus to have the courage to ask superiors about things they do not understand, especially regarding the objectives of the implemented policy, the leaders must display a more responsive attitude, not arrogant and not authoritarian. The attitude of an arrogant and authoritarian leader in general can cause subordinates to be reluctant to deal with superiors even though there are many things that actually need to be asked.

In order for the implementation of policies and services to run effectively, policy implementers must know what they have to do. Of course, the communication carried out must be accurate and must be understood carefully by policy implementers. If the policy is to be properly implemented, then the implementation guideline and technical instructions must not only be understood, but also the instructions must be clear and consistent, becoming output that is conveyed to the public. If the implementation instructions are not clear, the implementers will experience confusion about what they should do. Not all public policies issued by the government so far have met the expectations of the people, in fact some of these policies have tended to be less profitable than the real conditions of people's lives. Apart from being disadvantageous, the resulting policy output also tends to bring new problems that are no less complicated.

So, based on the findings above, it is clear that there is a need to instill an entrepreneurial spirit within the ASN environment so that gradually the culture and mindset of these ASNs can change, and of course this must be started from the top leadership.

Before moving on the discussion, the author will display a table regarding entrepreneurial values as follows:

Table 4.1
Entrepreneur Values

| No | Entrepreneur Values |
|----|------------------------------|
| 1 | Honest |
| 2 | Discipline |
| 3 | Responsible |
| 4 | Hard Work |
| 5 | Dare to take risks |
| 6 | Independent |
| 7 | Curiosity |
| 8 | Strong motivation to succeed |
| 9 | Creative |
| 10 | Innovative |
| 11 | Leadership |
| 12 | Commitment |
| 13 | Action oriented |
| 14 | Cooperation |
| 15 | Never give up |
| 16 | Realistic |
| 17 | Communoicative |

Source: Indonesian Ministry of National Education Research and Development Center Curriculum Team, Jakarta (2010)

Based on the table above, if ASNs have an entrepreneur mentality, then a mental revolution like what was declared by President Jokowi will occur, and the unity of the nation and state will be more unified, because ASNs have provided public service by having excellent service values, not only serving the public, but also intelligently developing ideas in developing the programs they have.

If we analyze it, what is the cause or background of ASNs still not being able to have an entrepreneurial spirit, one of them is the low quality of human resources which is caused more by the inability of the apparatus to provide services, there are two reasons for this, namely:

1. The strong characteristics possessed by the apparatus who position themselves as people who must be served (colonialism spirit) rather than as people who should serve, this is considered a status quo, so they are reluctant to make changes.
2. The competence of the apparatus is still low, so the result is failure to translate what is the public/community interest.

Another factor that causes the quality of apparatus service to be low is the unpreparedness of supporting regulations, this happens because they do not adapt to very fast environmental changes, this results in bureaucratic officials / service providers having to wait for changes in regulations or wait for new regulations so that they can carry out their duties waiting for the new regulations to be published, this is not in line with the speed of service to the community's needs, and results in slow service to the community.

Furthermore, what causes the service characteristics to be very slow is the employment regulations that are not updated. The employment rules that are used now are the old employment rules, which are very inflexible, too bureaucratic, rigged so that it causes the performance of the apparatus to be slow, this clearly requires bureaucracy, so It is highly hoped that public organizations and the bureaucracy will go hand in hand and display

effective and efficient characteristics. The spirit of building the entrepreneurial spirit needed by these ASNs must be supported by carrying out large-scale bureaucratic reforms.

There are several star points that must be carried out to grow an entrepreneurial spirit for State Civil Apparatus, namely:

- a) Apparatuses must be willing and able to change their mindset regarding with those who must be served so that they are the ones who must serve the community, don't have a colonial mentality, this must be done by continuing to support apparatus to change their mindset so that there is awareness, one of them is by providing training or technical guidance to keep reminding them of their duties and responsibilities, in accordance with what is mandated by law.
- b) Every public organization must decentralize authority so that it has the right to autonomy to carry out its functions.
- c) Leaders must always carry out measurable and transparent performance appraisals in which this will correlate with assessments of promotion and increase in benefits. This performance appraisal must be carried out using a performance appraisal system that is more result oriented and carried out in a transparent manner, whether you like it or not because it is a real result. So far, performance appraisal has been carried out using DP3, where the results are not very objective and abuse often occurs, everything is done by themselves, not by their direct superiors, so that the results of their performance always increase.
- d) Implementing a fair compensation system, because it is undeniable that the rank gap has so far been untenable due to an element of dissatisfaction among employees.

Applying the principle of "The right man in the right place" it is undeniable that the current practice of proper employment management has so far been abandoned, the current practice of employment management is burdened with KKN practices (Corruption, Collusion and Nepotism). Organizations with satisfied employees tend to be more effective than organizations with low employee satisfaction ([Robbins, 2001](#); [Robbins & Judge, 2012](#)). And thus, the productivity of the organization is also better than an organization with low employee job satisfaction ([Tumbelaka et al., 2016](#)). Public organizations that have high productivity and are effective in carrying out services will be creating community satisfaction with the quality of public services.

CONCLUSION

The resources of the state apparatus, in fact, at this time are not ready to make a change, maybe only a few people, the resources of the state apparatus are trying to have an entrepreneurial spirit that is only for "himself", this is due to the character of the bureaucratic culture which seems to be difficult to be changed. Another thing also happened due to the low competence of personnel resources so that their unpreparedness to provide excellent/good service to the community.

Entrepreneurial spirit can be taught and things that absolutely must be owned by the resources of the bureaucratic apparatus, namely 1. Have a creative and innovative mindset 2. Take advantage of opportunities and focus on opportunities, 3. be oriented to action to get the best results, 4. Be flexible and be responsible. It is hoped that this will be able to bring the bureaucratic apparatus to provide even better service.

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